

# **The Birth of ICHRIE: Foundations of a Professional Educational Association**

*By Robert H. Bosselman, Professor Emeritus*

## **Prologue**

The author, now retired, was approached by the ICHRIE Board of Directors in early 2020 and requested to update the "History" (Bosselman, 1996a) for ICHRIE's 75<sup>th</sup> Anniversary celebration to be held in Washington, DC in July 2021. While much of the original work from the History of CHRIE series (note that the author may use CHRIE and ICHRIE throughout the manuscript, as ICHRIE reflects the acronym commonly used today) will be included in this updated history, the author adds considerable information. The original work, published in 1996 as a series of brief articles, focused on the first phase of ICHRIE's history, the period of 1946-1951. In this revised history, the author will provide background information as to the formation of the association. The current manuscript will follow CHRIE activities until 1969, with the passing of Dr. Howard Bagnall Meek. Dr. Meek has long been considered the founding father of U.S. college-level hospitality education, and he was instrumental in CHRIE's growth and development in the 1950's and 1960's.

The original 'History' research, conducted in 1995-96, as well as this revision, would best be classified as a qualitative study, as the research methodology centered on interviews of CHRIE members and review of primary documents available. It may also be classified as a historical case study, as it describes a singular organization (Merriam, 1988). In preparing this revised edition, the author consulted the literature accumulated in 1995-96, as well as examining additional manuscripts germane to the topic. The intention of the author was to provide a record of how one educational association came to be, as well as share with readers some of the critical points of this history. The author did not want this work to be exclusively a literature review. While hospitality education has always been a niche field within education in general, nonetheless its origins are important to review and analyze so that we may find new and better answers to old and recurring questions and problems. Partner (2013, 3) noted that historical research "provides a framework that supports the investigation of what we mean by historical knowledge, the interpretive operations that turn traces of the past into 'evidence of' some larger set of meanings that emerge over time".

While change has been and always shall be constant, reviewing history does allow us to draw relevant information that may assist in current situations. We may not agree with decisions made by our predecessors, but those decisions can inform how we can move forward towards the future. This current history remains incomplete, as many records do not exist, or have not yet been located. It should be noted that ICHRIE has had several office locations (U.S. Office of Education in Washington, DC; American Hotel Association offices in Washington, DC; Cornell University; National Club Association office in Washington, DC; Lionel Brookins home in Chesapeake, VA, as well as a storage area in Norfolk, VA; Penn State University; National Restaurant Association DC offices; and to current office in Richmond, Virginia) since its origin in 1946, and along that path, many original documents were lost, misplaced, and in at least one instance lost to fire. According to older CHRIE members, many of the early records were kept by Hilda Watson Gifford (first female graduate of Cornell's Hotel Administration program and a key early leader within CHRIE). Why and how CHRIE chose to have her hold the association records remains a question that likely cannot

be answered, since all the principals involved passed away decades ago. Upon her passing, records held in her home in California were destroyed, as no instructions were given, so her family had no idea of the value of those records (personal conversations with Lendal Kotschevar, 1995-96). The author, in 1995 & 1996, spoke with numerous long-time ICHRIE members (Bosselman, 1995), and received many letters from other CHRIE members describing how they joined CHRIE and what interesting memories they had, as well as utilized libraries holding often hard-to-find records in the preparation of the original manuscript. Quite surprisingly, it was the bound first six conferences (1946-1951) that provided the most detailed information, as they included all activities of those conferences. There are several conferences that have no records (at least not yet located), and many that include only summaries of reports given. The author gratefully acknowledges all those who spoke or wrote to him regarding CHRIE, and the recent assistance of Kathy McCarty and the Richmond ICHRIE office team (particularly Kevin Anderson and Amie Grayson).

The author was not a historian by training. Originally the author viewed the work as an opportunity to learn more about the association and the senior members met during conferences. Speaking with those members and reviewing the written materials available has been an invaluable lesson in understanding the field of hospitality education. In conducting this historical research, the author attempted to follow the advice of Weiler (2011, 253), to “have a self-consciousness about an articulation of who we are, an openness to new approaches and understandings, and a clarity about what we hope to accomplish in our representation of the past”. The purpose of this work was to provide a written history of an educational association, The International Council on Hotel, Restaurant, and Institutional Education (ICHRIE).

## **Background**

It appears that the origins of hospitality (in this manuscript, hospitality refers to both hotels and foodservice) are nearly as old as humans settling into cities several thousand years ago. While hospitality has long been practiced, the educational structure supporting this discipline remains a modern creation. Multiple forces came together to create what we know today as hospitality education. Creative individuals seeking to grow an industry, a growing industry needing trained help, a government agency finding its role in the education of citizens, and an active press supporting education are among the reasons underlying the development of hospitality education in the U.S. While ICHRIE began in the United States in 1946, there were likely other hospitality educational activities occurring in different parts of the world.

The first recognized school offering courses in hospitality has long been recognized as starting in 1893 in Switzerland (Ecole Hoteliere in Lausanne). However, numerous U.S. colleges offered courses in food preparation prior to this date. These courses were largely a result of the impact of literature on domestic economy (Catherine Beecher published first such book in 1841), and the passage of the Land Grant Act in 1862. By 1871, a program in Domestic Economy existed at Iowa State College, followed by Kansas Agricultural College in 1873, and the Illinois Industrial Union in 1874 (Carver, 1979). At about this time, new U.S. laws on child labor and compulsory school attendance led to dramatic growth of youth attending high school; high school attendance and graduation doubled every decade from 1880-1930 (McClure, Chrisman, & Mock, 1985). The author fully recognizes that there may have been schools in Europe and elsewhere teaching hospitality-related courses during that time. This current edition of ICHRIE’s history was written with the

assistance of the literature available. The author does consider the work to be dynamic, and that further revisions will occur as information becomes available.

### **Teaching How to Work**

The teaching of how to work was originally observation and imitation. Apprenticeships were likely the next phase of development in the teaching of how to work and make a living. In the Middle Ages, apprenticeships were formalized by guilds. In 1749 Benjamin Franklin wrote a proposal for education on how to prepare youth to deal with the problems of making a living, which differed markedly from the traditional education of the time that focused on teaching classic subjects, such as Greek and Latin. (McClure, et al., 1985, 6-9). By the 1820's mechanics institutes were established for those already working. The Industrial Revolution then underway led to discussion of how best to educate, as businesses saw the need for better-trained employees. The Philadelphia Exposition of 1876 introduced a system of shop training from the Moscow Imperial Technical School that was designed to produce products for retail markets. There was little to no opportunity for creativity, but it was an orderly transmission of basic knowledge and skills. A similar system from Scandinavia (Sloyd System) focused on completion of task and relied on trained teachers (McClure, et al., 1985, 20). The hospitality courses offered at Lausanne focused on basic skills training, and the program itself was based on the apprentice model, where students spent several months in unpaid work.

With more young people being educated through high school, education scholars in the late 1800's discussed which type of education approach worked best. Woodward of Washington University suggested job-oriented training was too narrow and should be supplemented with general education. Schneider proposed the concept of cooperative training, where the student split time between classes and job training. Booker T. Washington stressed the role of education for minorities (McClure, et al., 1985, 24-29). John Dewey provided the philosophical and psychological justification for learning by doing, although the U.S. Office of Education proposed separate vocational high schools (Dewey, 1913).

### **The U.S. Office of Education**

The U.S. Department of Education had been created by Congress in 1867. Given the turbulent times following the Civil War, it was not surprising to learn the Department was not awarded Cabinet-level status and was reconstituted as the Office of Education within the Department of Interior in 1869 (Smith, 1967). Perhaps the most important accomplishment of this Office in the late 1800's was the listing of public libraries in the U.S., which led to the establishment of the American Library Association in 1876, as well as the classification and cataloging systems created by Dewey and Cutter (Smith, 1967, 59). During the period of 1900 to 1933, the Office focused on the development of school systems to eliminate illiteracy and Americanize new immigrants. The Smith-Hughes Act of 1917 provided federal support for teaching vocational education. The George-Deem Act of 1936 extended the funding of vocational education (McCann, 1976, 24). In 1939, the Office was transferred to the newly created Federal Security Agency. As a result of New Deal programs and World War II, the Office engaged in numerous educational programs, including a financial aid program (Brown, 1983, 136). Following World War II there was a push for public schools to become training facilities and increase the role of vocational education. In August 1946, President Truman signed the George-Barden Act, which expanded federal aid for

vocational education (McCann, 1976, 91). A small number of U.S. high school, trade school, and college programs in hospitality education had started after World War I (i.e., Cornell University, Michigan State College, Washington State College, Detroit's Chadsey High School). Given the many challenges of the Great Depression and World War II years, it was very difficult for faculty from these schools to gather to discuss their mutual interests. By 1946 several of the educators desired to meet with hospitality industry leaders in order to discuss common interests.

### **The Role of the Hospitality Industry**

The industry has its origins thousands of years ago, and its growth has most often been linked to individuals traveling, and forms of transportation. With roads becoming more common, inns and taverns became important, and often foundational industries of developing areas. By the sixteenth century, inns were common throughout England and continental Europe. The American hotel field also began with the usage of roads, then progressed with canals and rivers in the early 1800's, and by the mid-nineteenth century railroads had opened up vast parts of America. While most early hospitality businesses were sole proprietorships, the late 1800's saw the beginnings of the corporate world. The grand hotels, often referred to as 'palaces of the people', became the social centers of cities across America. The hotel industry and the food service industry, like others of the late 1800's, grew rapidly and soon calls for more sophisticated managers became common.

Joining the calls for better trained managers was the fledgling trade press. The Daily National Hotel Reporter began in 1871, the Hotel World in 1875, the Hotel Monthly in 1892, and the Hotel Bulletin in 1900, all originating in Chicago or Illinois (Willy, 1918). John Willy (Hotel Monthly) and Henry Bohn (Hotel World) became the two primary advocates of college-level hotel management. As early as 1897 Willy had written about U.S. graduates of Lausanne's program (Willy, 1897). In a 1905 editorial, Willy wrote, "The reason why at the present time it is not possible for the majority of hotels to be satisfactory in their table is the inability of proprietors to secure competent people for the buyer, storekeeper, cook and waiter positions. There are not enough experienced people in these lines to supply the demand, and there will not be until training schools are established to graduate men and women for this work" (Willy, 1905, 17). Bohn was a proponent of the technical school approach, and for years promoted the International Stewards Association plan for a technical school first attempted at Winona Technical Institute in Indianapolis in 1907, and following financial challenges later attempted at Muncie Normal Institute (Willy, 1916). Of interest to us today was the fact that Willy was a proponent of college-level hospitality education, and of women being educated in the field, as he believed women were an excellent match to the hospitality field.

Additional groups impacting the origins of hospitality education were hotel associations and unions. The first association was the Chicago Hotel Association, starting in March 1878. In January 1879, the Hotel Men's Mutual Benefit Association formed, and was the first national association (Willy, 1917a). Many associations were based on the respective department represented by its members. Examples included Greeters of America (front desk clerks), International Geneva Association (waiters), International Stewards Association, and Progressive Culinary Association. In 1909 the Northwestern Hotel Men's Association met in Omaha, Nebraska primarily to discuss how best to combat the problem of 'hot checks' (Willy, 1909b, 33). Those attending the Omaha meeting agreed to meet in Chicago in 1910, where they formed the American Hotel Protective Association. In 1917 the name was changed to American Hotel Association (Willy, 1932). The

American Hotel Association (AHA) moved to New York City in 1925. The National Restaurant Association began in 1919 and was a result of many individuals in the foodservice field recognizing they had common interests.

The Gilded Age (1860-1890) saw rapid U.S. population growth and business development. Both the hotel industry and the food service (restaurant) industry saw increases in numbers of businesses, and in the volume of sales by these businesses. By the late 1800's there were numerous trade unions, with most seeking better training in addition to better wages and working conditions. Many of these trade unions were linked not only to specific types of jobs, but also with specific demographic groups. That time period was also one of significant immigration to the U.S., particularly large groups of people from countries that previously had not entered the U.S. Many of these trade unions and groups faded or were absorbed by other larger organizations during and after World War I. While we associate the Gilded Age with those who made spectacular fortunes, those same individuals in the Progressive Era (1890-1920) became the benefactors for many of America's leading universities (such as Carnegie, Duke, Hopkins, Purdue, Rockefeller, Stanford, Vanderbilt, Vassar, and Wharton).

As Willy reported, the hotel industry grew from individually owned properties to larger companies in the latter half of the 1800's (Willy, 1931, 1937). While Cesar Ritz and Henry Flagler are well known names from the late 1800's, the name of George Boldt may have been the most influential with respect to hospitality education, as he had turned an entire floor of the Waldorf Astoria into a training facility where his staff perfected guest service (Willy, 1909a). In the decade of 1910-1920, several hotel executives began to discuss education as a means of improving the industry. Among these individuals were well-known names such as Ellsworth Statler (more a proponent of on-the-job training), Eugene Eppley (later a benefactor of Michigan State's hospitality program), Frank Hall (started a program at Boston University and hired a young math professor named Meek to teach in the program), John Macfarlane Howie (a leader of the International Stewards Association and Hotel Touraine in Buffalo), and Frank Dudley (head of United Hotels of America, the largest chain at the time). Three of these men were based in western New York (Statler, Howie, and Dudley), and played significant roles in the development of Cornell's hospitality program.

### **Cornell – The First College-level Hospitality Program**

Much as debate over the best way to educate for work has gone on for many years, industry executives disagreed on the structure of hospitality education. Statler was quite outspoken on his disdain for higher education, stressing learning on the job was the practical path. As the discussions moved forward there were two differing perspectives; those who favored front-of-the-house preferred a business college-based approach, while those who favored back-of-the-house preferred a home economics college based approach. Both business and home economics were newer academic fields at that time, and both were struggling to gain credibility in the academic arena. Willensky (cited in Cremin, 1988, 499) aptly identified the struggles as the "professionalization of everyone", as numerous fields sought status in the academic world.

Home Economics had developed in the late 1800's as Domestic Economy programs grew from within Colleges of Agriculture. As with the leadership of hotel executives noted earlier, New York State was positioned with leaders in the field of Home Economics. Melvil Dewey, (previously noted

in this history for creating the Dewey Decimal System used in libraries) served as Secretary for the Regents of the University of State of New York. He and his wife Annie had years earlier purchased land near Lake Placid (for health reasons) and had begun hosting numerous gatherings of distinguished academic and government leaders. As Home Economics matured it had developed specializations, including institutional management (i.e., schools, hospitals). On June 10, 1910 the first conference devoted to institutional management took place in Lake Placid (Conference on Institutional Management, 1910). Cornell had been one of the first home economics programs, and was led by two dynamic individuals, Martha Van Rensselaer and Flora Rose. Both Van Rensselaer and Rose were recognized as leaders within the home economics field and had attended Lake Placid gatherings.

John Macfarlane Howie was a fan of the home economics movement and believed hospitality education had a home in that field. He began corresponding with Van Rensselaer and Rose suggesting they connect with the AHA. Flora Rose was invited to the 1920 AHA annual meeting where her presentation was favorably received (Willy, 1920b). AHA appointed a committee to examine whether to support a college-level program in hospitality education. Members of the committee included Ellsworth Statler, Frank Dudley, Lucius Boomer (successor to Boldt at Waldorf), and other prominent New York representatives. The 1921 AHA convention saw Edward Tierney of Binghamton become President (he had started the National Hotel Exposition in New York City in 1915), and he appointed Dudley as chair of AHA's Education Committee. Dudley wrote to Cornell officials indicating support of a program consisting of institutional management plus accounting courses, as well as an internship. In early 1922 Cornell's trustees gave approval to the College of Agriculture to establish a hotel program.

### **Howard Bagnall Meek Joins Cornell**

Meek was born outside Boston in 1893 and had spent many summers working in resorts. While managing Ocean House in York Beach, Maine during the summers, Meek also served as a math instructor at Yale University in the academic year. Boston University (Meek's alma mater) had set up a program of non-credit courses in hospitality, and Meek was hired as an instructor by Frank Hall. Meek wrote an article for Hotel Management in 1922 that positioned him as knowledgeable in hospitality education (Meek, 1922).

Meek was one of several candidates for the new program at Cornell, and he was hired on September 23, 1922 (Howell, 1994, 312) as assistant professor of institutional management in the College of Home Economics. The first class had twenty-two (22) students (Bohn, 1922). Meek recognized that industry was his most important constituency and made many connections to industry leaders. He generated enthusiasm for the program and encouraged hotel managers to send their children to Cornell. One of those children was Hilda Longyear, a member of the second graduating class (Willy, 1926). She would go on to found the first U.S. two-year hospitality education college program at City College of San Francisco, and later became an official with AHA and CHRIE (we know her as Hilda Watson Gifford). Meek stressed the importance of internships, and brought students into contact with industry whenever possible, such as manning the AHA booth at the 1924 National Hotel Exposition (Howell, 1994, 347). He also created Hotel Ezra Cornell, which became an annual event that brought industry leaders to Ithaca.

Ellsworth Statler died in early 1926, not long after his first wife passed. His will called for establishing a Statler Foundation. Due to complications involving probate, it took until 1934 for the will to proceed with Statler's desire to establish a foundation dedicated to conducting research for the hotel industry. Meek had continued his efforts to build support for the Cornell program, and by 1931 the program was made a Department of Hotel Administration in the College of Home Economics with Meek now designated its chair. Meek worked to build rapport with Statler's second wife (married less than one year when Statler died) and Frank Dudley to steer Statler Foundation funds to Cornell. In 1937 Meek took a six-month around the world trip that led to a steady increase of international students to Cornell's program. In early 1941 the Statler Foundation agreed to build a facility to house Meek's department. World War II interrupted the plans, and construction did not begin until 1948.

### **The Impact of War**

The onset of World War I ended the regular immigration of many Europeans that had held positions of responsibility in hotels. In 1917 the Quartermaster General of the U.S. Army authorized schools for the instruction of cooks and requested hotels to loan their cooks to the Army (Willy, 1917b). The trained staff levels from hotels did not return to normal following the war. Willy pushed hard for university programs in hospitality, writing "Already great universities are training people for these special duties, men and women for executive positions in large institutions. The universities are eager to add to these classes the wider scope for pupils that the hotels offer" (Willy, 1920a, 22).

At the conclusion of World War II (September 1945) there were a small number of programs in hospitality education at any level of education. Iowa State College had instituted its Department of Institutional Management in 1924 in the College of Home Economics. Michigan State's program had its origins with a 1927 meeting of Michigan Hotel Association members at the Detroit Statler Hotel. By fall 1928 a program was underway in the business school. Washington State's program began in 1932 in home economics, moving to business in the 1940's. High school educators were an early driving force for a national organization devoted to the field of food service and lodging education. There had been an expansion of high school programs devoted to home economics during the Great Depression and World War II years (1929-1945). A second factor of note was the GI Bill, which provided opportunities for millions of former service personnel to attend a post-secondary institution. As the U.S. economy transitioned from a war-time economy to a peacetime economy, business flourished across the U.S. Notably, the industries of food served outside the home, and lodging, began a boom period. Industry leaders began calling for more qualified staff, particularly skilled managers. Hospitality programs at all levels of education were initiated, including an MBA program at the University of Chicago.

### **The Roots of CHRIE**

The initiative for hospitality educators to join together appears to have started in early 1946 with Paul F. Muellet of the Broadway-Edison Technical School in Seattle, who wrote to several colleagues as well as to the American Hotel Association (Hotel Monthly, 1946). At the 1946 National Restaurant Show in Chicago, Herman Breithaupt of Detroit's Chadsey High School met with Jean Vernet of the Hormel Corporation to express his interest in sitting down with fellow instructors to talk about related issues. Vernet suggested Breithaupt connect with Muellet. Joe H.

Adams, manager of the El Comodore Hotel in Miami, and second vice-president of the American Hotel Association (AHA), took an interest in their request. Mr. Adams also served as the Chair of the AHA Vocational Education Committee. He subsequently took responsibility to organize a meeting and scheduled it for late November 1946 in Chicago. A planning committee was formed, consisting of Paul Muellet, James F. Walsh of the AHA office, Alberta Macfarlane (Education Director of the National Restaurant Association), and Hilda L. Watson of San Francisco Junior College. Adams noted the expansion of hotel and restaurant industries presented challenges to industry and education. He asked the planning committee to consider questions such as "What are the greatest training needs of the industry?"; "Shall we train on a broad departmental basis or for specific jobs, or both?"; "Is it possible to work out high school and college undergraduate courses of study that can be used on a national basis in hotel and restaurant training?" (National Planning Conference, 1946, 13). The AHA and the National Restaurant Association (NRA) became sponsors of the November meeting, along with The U.S. Office of Education.

During the Roosevelt era, the U.S. Office of Education was led by Commissioner John Ward Studebaker. Studebaker was a strong proponent of education for work, and vocational education received considerable support during this time (Brown, 1983; Pickett, 1967; Smith, 1967). In August 1946 President Truman signed the George-Barden Act, which made \$28.5 million of Federal funds available for expansion of vocational education. John B. Pope, an Adult Education Specialist with the U.S. Office of Education, was designated Conference Leader for the proposed hospitality meeting, while Adams served as Conference Chair. Unanswered questions include what led Paul Muellet to write his colleagues; and how the U.S. Office of Education became involved. We can surmise that the U.S. Office of Education had an interest in vocational education at that time and saw in the hospitality industry an opportunity to provide guidance and assistance. As the reader will observe in this manuscript, we now know that John Pope was one of the most critical individuals in CHRIE's history, but we do not know what led him to get involved with a group of educators who were likely unknown to him.

### **The First Conference**

The first Conference of what we now call ICHRIE was held at the Morrison Hotel in Chicago, from November 25-27, 1946 (Bosselman, 1996b). At that time, the Morrison Hotel was one of the premier properties in the U.S., standing 44 stories with over 1,500 rooms. The Managing Director of the hotel was Leonard Hicks, who was also then current AHA President. The hotel was razed in 1964, with the site now occupied by the First National Bank of Chicago. A total of 49 professionals (see Exhibit 1 and Appendix A) representing various sectors of the field participated in this inaugural meeting. The largest group (15) were from vocational, trade, and high school programs. Twelve (12) hotel and restaurant association representatives from state and national offices were in attendance. Seven (7) union representatives from state, regional, and national hotel and restaurant industries attended. A writer from Hotel Monthly participated and reported on the meeting (The Hotel Monthly, 1946). Two officials from the Chicago Veteran's Administration office were there, as well as John Pope from the U.S. Office of Education in Washington, DC. San Francisco Junior College was the only two-year institution represented, while Cornell University, University of Chicago, Washington State University, University of Illinois, New York State Institute of Applied Arts and Sciences, University of Denver, Mississippi State College, Michigan State College, and Oklahoma Agricultural & Mechanical College comprised the four-year school



participants. A single food manufacturing industry executive also attended the meeting. As we examine current ICHRIE membership, there are few representatives from high school or trade schools, junior colleges, state hospitality associations, hospitality employee unions, trade publications, government officials, or industry firms. As the field of hospitality education matured, the different educational levels drifted apart due to different goals. However, it might be an appropriate time for ICHRIE to examine how it might reinvigorate its relationship with other education and industry groups.

### Exhibit 1

## Attendees of CHRIE's First Meeting

THE HOTEL MONTHLY • DECEMBER, 1946

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# Council on Hotel and Restaurant Education Formed

THANKSGIVING week, 1946, may take its place alongside other red letter dates of the hotel and restaurant industries. Marking it for distinction was a three-day conference of hotel and restaurant educators. The meeting was held on November 25-27 in the Morrison Hotel, Chicago, and was full of promise for the future of the hotel and restaurant business.

As unique as it was important, the gathering was attended by 40 men and women who represented the following diversified interests:

The 230 vocational schools, and institutions of learning equipped for vocational training in the hotel and restaurant fields; the U.S. Department of Education; the Veterans Administration; the American Hotel Association; the National Restaurant Association; the International Stewards & Caterers Association; the Hotel & Restaurant Employees International Union; and other allied groups.

A threefold significance characterized the meeting: 1. For the first time these groups sat down around a table to study together the increasingly pressing problems of their common field of labor; 2. Action taken laid the groundwork for future co-operative effort, as well as for more far-reaching meetings; 3. The organizational pattern which came out of the conference will permit co-ordination with the education divisions of related industries, such as hospitals, railroads, and air lines.

In brief, the immediate results of the conference were:

The formation of the Council on Hotel and Restaurant Education, a perma-

**Hotel and Restaurant Schools and Their Trade Associations Meet to Compare Programs and Problems. Form Permanent Body With Aim of Standardizing and Co-ordinating Study Courses, and Promoting Mutual Interests. Cooks and Bakers Training Field First to Be Surveyed. To Meet Again in Chicago Next Summer.**

nent but non-administrative body; the decision to issue in early 1947 a Practices report which is to provide an overview of the work now being done by schools in the hotel and restaurant fields; the appointment of a Study committee to make a detailed survey of the various courses in baking and cookery now offered by schools across the nation and Canada, and to make recommendations regarding standardization and certification; the election of a Chairman of the Executive committee with authority to make necessary additional appointments and otherwise function until the next meeting of the Council. This meeting is to be held at the International House, University of Chicago, sometime between June 15 and July 15, 1947.

#### Participation in the Council

In keeping with the vote of the organization meeting, the following groups are to participate in future meetings of the Council on Hotel and Restaurant Education:

1. Administrative and technical staffs of trade and technical schools; 2. Administrative and teaching staffs of uni-

versities and colleges; 3. Administrative and teaching staffs of junior colleges; 4. The National Restaurant Association; 5. The American Hotel Association; 6. State and local trade associations of the hotel and restaurant industries; and, 7. Members of such other organizations as are interested in the educational aspects of the hotel and restaurant industries.

#### Objectives of the Council

The formal statement of Council objectives, as adopted by vote of those attending the organization conference, follows:

1. To exchange information concerning formal technical, junior college, and university education pertaining to the hotel and restaurant industries.
2. To exchange information by the above groups concerning adult education and in service programs at all levels of operation and management.
3. To initiate improvement in teaching methods and subject content.
4. To co-ordinate and act as a clearing house for all research undertaken by educational institutions and trade associations which affect the industries.



Faculty members of hotel and restaurant schools and colleges who met to discuss mutual problems and to formulate ways in which standard courses of study can be achieved. The group also included representatives of the hotel and restaurant trade associations, of industry and labor, and of the U.S. Department of Education. After three busy days of conference meetings, the group formed the Council on Hotel and Restaurant Education.

In his opening remarks, Joe Adams noted, "... we are so far behind in training in the hotel field that we've really got to get on the beam without further delay" (The Hotel Monthly, 1946, 52). He encouraged educators and industry professionals to work together. Charles A. Horrath, Executive Vice-President of the AHA, spoke of the association's commitment to the forthcoming organization. He told attendees that he perceived this organization as a planning board which would develop a program for industry training needs. "Tell us what you need, what we can do, and how" (The Hotel Monthly, 1946, 52). The conference participants theorized that common industry training problems might be advanced through a series of conferences and studies. Alberta Macfarlane, representing the NRA, stated, "... it is our conviction that a series of area and national conferences will result which have as an outcome the upgrading of hotel and restaurant training programs at all levels" (National Planning Conference, 1946, 4). The remainder of the first day was devoted to reports from educational agencies. The second day was devoted to discussion of general problems impacting the industry. Specific issues raised by attendees included matching curricula with industry needs, the role of advisory committees, a lack of qualified instructors, and how to finance the forthcoming organization. In addition, the first committee meetings took place. In their discussions, attendees noted some critical aspects of the industry that had impacted staffing continuously, including "...increasing the effectiveness and happiness of personnel by instilling in them a sense of these occupations as a way of life, and not an intrusion into that life" (National Planning Conference, 1946, 85).

The third day of the conference was devoted to committee reports and reports from several educational institutions. While the attendees agreed annual meetings should be held, they also concurred to keep the organization informal. It was suggested that state and local meetings be held prior to any annual meeting. As the first item of business during the meeting, The Planning Committee (now expanded, and included attendees Frances Roth, Dr. Charles A. Rovetta, N.J. Aiken, P.W. Seagren, G.A. Dobson, James F. Walsh, Russell Kramer, Paul F. Muellet, and George Kraft) presented seven proposed names for the association (see Exhibit 2). The attendees selected Council of Hotel and Restaurant Education (CHRE) of the American Hotel Association and the National Restaurant Association, although it was shortened to Council on Hotel and Restaurant Education (National Planning Conference, 1946, 90; Bosselman, 1996c).

## *Exhibit 2*

### **Planning Committee Proposed Names for Consideration**

National Hotel and Restaurant Training Association  
National Hotel and Restaurant Education Association  
National Hotel and Restaurant Improvement Association  
National Hotel and Restaurant Development Association  
Council of Hotel and Restaurant Education of the American Hotel Association and National  
Restaurant Association  
Conference of Education of American Hotel Association and National Restaurant Association  
Council of Education of Hotel and Restaurant Industry

*Source: National Planning Conference of CHRE, 1946, 91.*

A second item of discussion was participation in organization discussions. In addition to educators, AHA, NRA, other trade associations, and any other organizations interested in the educational aspects of the hotel and restaurant industry were invited to participate. It was suggested that discussions of education topics be organized by level; vocational/technical, junior college, and four-year college. With respect to financing the organization, the Planning Committee recommended that AHA and NRA contribute funds for specific purposes, and grants from other organizations be channeled through the Educational Committee of each respective association/organization (AHA & NRA). A secondary recommendation was to form a three-person Finance Committee. The last item from the Planning Committee requested Joe Adams, as Chair, to appoint an Executive Committee whose main purpose was to plan for the next meeting. Members, and their respective areas, of the first CHRE Executive Committee were Adams (hotels), Dr. Howard B. Meek (four-year colleges), Hilda L. Watson (junior colleges), Dr. Charles A. Rovetta (restaurants), Paul F. Muellet (trade schools), Helen Evans (girl's trade schools), and H.F. Hinton (state departments of education). Dr. Rovetta proposed the group meet again in Chicago, on the University of Chicago campus in summer 1947. That proposal was accepted.

The first standing committee, the Curriculum Committee, proposed that a survey of curricula in food trade schools be undertaken, with the goal of creating a standard course of study. The Committee (comprised of Bernard Proulx, Herman Breithaupt, Hilda L. Watson, Alberta Macfarlane, August Forster, Helen Evans, Fred Ulrich, Jean Vernet, and W.R. Wasson) suggested that this might lead to a certificate upon completion of work universally recognized (National Planning Conference, 1946, 93). This committee's work was in fact the root of what eventually became the American Culinary Federation (ACF) accreditation forty years later. There was also a Reporting Committee (Muellet, Macfarlane, and Walsh) responsible for transcription of meeting minutes, as well as an Editing Committee (consisting of Mr. Pope) responsible for producing the conference document (National Planning Conference, 1946, 93).

Several educational institutions provided brief reports on their respective hotel/restaurant program. Twenty (20) bachelor's degree programs were included, as were multiple junior college and technical institutions. Among those presenting was the newly incorporated New Haven Restaurant Institute (today known as the Culinary Institute of America). Represented by attorney Frances L. Roth, the private cooking school was created to train veteran's, and to establish a trade school with emphasis on quantity cooking and baking (National Planning Conference, 1946, 71).

Although not written as part of any committee work, objectives of the now named Council were printed in the conference document (National Planning Conference, 1946, 2). These objectives thereafter appear in Council-produced materials. There was no record of these objectives being discussed, nor how they were written, or if they were voted on. However, these objectives remain the basis of what CHRE, CHRIE, and now ICHRIE, strive for, with some adjustment over time (see Exhibit 3).

### *Exhibit 3*

#### **Objectives of the Council on Hotel and Restaurant Education**

1. To exchange information concerning formal, technical, junior college, and university education pertaining to the hotel and restaurant industry.
2. To exchange information by the above groups concerning adult education and in-service programs at all levels of operation and management.
3. To initiate improvement in teaching methods and subject content.
4. To coordinate and act as a clearing house for all research undertaken by educational institutions and trade associations which affect the industry.
5. To attract to all levels of the industry alert, competent, and productive individuals by emphasizing the advantages and opportunities of our industry from the point of personal satisfaction as well as financial remuneration.

*Source: National Planning Conference of CHRE, 1946, 2.*

Before ending the conference, attendees discussed proposed topics for consideration at the second conference. There were five primary topics under discussion; objectives of the Council; organization of the Council; action/activities program; correlation with other agencies; and finance.

The first conference happened because a group of interested hospitality professionals wanted to gather and discuss mutual subjects. Those attending represented a broad spectrum of the industry and education. Their common goal was to improve how the industry functioned. We can observe that originally there was a suggestion as to common curriculum among education programs. In addition, CHRE was identified as the body to conduct research that would benefit industry and education.

#### **The Second Meeting in Chicago**

The Second CHRE Conference was held at International House on the campus of University of Chicago from July 19-24, 1947 (Pope, 1947). Many of the attendees had also been at the first conference eight months previously. The attendees again represented a cross-section of the hospitality industry; nine (9) from the hotel and restaurant industry; 15 from four-year colleges; one (1) from a junior college; three (3) from high schools; eight (8) from trade schools; five (5) directors/supervisors from trade schools; two (2) from labor unions; one (1) from the VA; two (2) from the US Office of Education; and a graduate student from the University of Illinois. There were several industry speakers, as well as presentations from the major associations and government agencies. Significant time was allotted for numerous committee meetings and reports. In opening remarks, AHA Executive Vice President Horrworth identified the shortage of skilled labor previously coming from Europe, and the lack of facilities within the U.S. to train those interested in positions in hotels (Pope, 1947, 1). NRA Educational Director Macfarlane commented that "Standards need to be established, curricula need to be written and validated, sound educational practices need publicity and unsound practices must be exposed, and a proper balance between the several levels and areas of training must be attained" (Pope, 1947, 2). Program Chair Rovetta noted that "A well-established program of education for the industry must operate to fulfill the

following objectives; (1) It should attract a better, more efficient, emotionally stable worker to all levels of the industry; (2) It must give such individuals training, appreciation, confidence and pride for the kind of work they are doing regardless of its nature; and, (3) It should provide through a system of in-service training, the opportunity for all persons in the industry to continue their development" (Pope, 1947, 13). Rovetta further described types of education (general, technical, supervisory, managerial, and in-service) and asked attendees which level of formal education (high school, trade school, junior college, four-year college) most appropriately offered/focused on which type of education. He added that admission criteria would be needed, as well as facilities, equipment, books, and teaching methods. He concluded his remarks by asking "How will the administration and teaching of such programs be judged" (Pope, 1947, 15). Although formal accreditation of hospitality education programs began in the early 1990's (Accreditation Commission for Programs in Hospitality Administration), Rovetta's comment was the initial seed of a process that took forty years to develop.

The Executive Committee reported that the Council would continue to operate as an informal organization, although they now offered suggestions for financing (dues, subscriptions from those interested in the Council's work, and establishing a foundation). Several new committees were named, including Library Facilities, Teaching Facilities, and Food Service Training (Pope, 1947, 61). The Curriculum Committee (now segmented into College Curriculum, Junior College Curriculum, Post-High School Curriculum, and High School Curriculum) provided first steps toward establishment of standards for different level of institutions. The College Curriculum Committee, chaired by Dr. Meek, agreed that no single institution could completely conform to all standards presented, but that the standards were not so high as to prevent a program from reaching them, and that no lesser standards could be approved. For example, the requirements of 12 hours in basic food science and 16 hours in maintenance and engineering were questioned. The Committee did agree that a master's degree in the respective field was adequate educational background for faculty (Pope, 1947, 35). Among the proposed standards was that a curriculum includes four years in residence plus at least thirty (30) weeks of full-time supervised practice in the field (what we refer to as internships). The proposed curriculum included 'enough' general education to provide acquaintance with humanities and basic science (current interpretation would be the first year of study be spent on liberal arts courses), nine (9) hours of accounting and analysis, the aforementioned food science (12) and maintenance (16) subjects, twelve (12) hours in food production and service, 24 hours in general management, and professional electives (described as enough to permit a student to elect in any area 50% beyond the minimum required in that respective area, and be in at least one area). Staffing needs were defined as one full-time officer of professorial rank plus one full-time faculty member for every thirty (30) students, plus additional part-time faculty to provide the overall program equivalent of one faculty member to each twenty (20) students (note that this faculty to student ratio has not changed much in 75 years). Half of the faculty should have a doctorate or equivalent professional degree/certificate, and at least half the faculty should have as much as two years' experience in the hotel or restaurant field (Pope, 1947, 36). They also recommended adequate library facilities and laboratories for sciences, food production and service, and front office operations. They charged a sub-committee to develop a list of books and periodicals that college-level libraries should possess (this is the origin of the Library Committee).

The Junior College Committee, led by Hilda L. Watson, focused more on the delivery of the curriculum as there was general agreement as to subjects taught (primarily focused on culinary subjects). They suggested that instructors in commercial cookery have a minimum of seven (7) years' experience as a commercial chef, and that classes be conducted in kitchens that closely followed commercial standards as to equipment. They also suggested no more than 18 students for each instructor (Pope, 1947, 38). Their proposed curriculum emphasized skills in commercial cookery (preparation of soups and sauces; preparation of breads; preparation of desserts; fabrication of meats, fish and poultry). A listing of subjects to cover the development of skills was to be taught by commercial foods instructors (Pope, 1947, 39). Supplementary subjects, such as arithmetic, English, purchasing, and personnel administration would be covered by the best available people from the respective locality. Students would also prepare meals for faculty and students at the respective institution, as well as work a minimum of nine (9) weeks on a job. They further suggested that "Outstanding craftsmen and operators should be encouraged to make every effort to speak before high school students, parent groups, and counselors in order that American youth may become better acquainted with the opportunities this field of endeavor has to offer" (Pope, 1947, 40). The Post-High School Committee, first chaired by Mrs. G.A. Dobson, used the course of study outline created by August Forster of the Washburne Trade School of Chicago as its guide for the proposed Course of Study. Since students in these institutions were not expected to be traditional college-level, and in some cases not even high school graduates, the emphasis of the program of study was on principles and practices of cooking, baking, and butchering. This Committee agreed that the course of study cover two years with heavy emphasis on hands-on classes. They identified the graduate of the course of study as a trained cook with sufficient technical knowledge to allow for future promotion and sufficient cultural background to aid her/him in taking her/his place in the civic life of his community (Pope, 1947, 41).

Several institutions made presentations to continue sharing existing curricula and operations. Of note at this Second Conference was the presentation of Tuskegee Institute, by Edward Ramsey, their Director of the Department of Commercial Dietetics. Mr. Ramsey was the first African American to attend an ICHRIE meeting, and Tuskegee the first all-Black institution to participate in an ICHRIE meeting (Mr. Ramsey was also ICHRIE's first minority member and officer, serving as Secretary in the late 1950's). The Tuskegee four-year program was similar in courses offered at other institutions. A significant difference was that Tuskegee students were enrolled for twelve months continuously, with three-month interne periods following three months instruction twice each year. In the first two years of study, the interne periods were served on campus in their cafeterias. The upper-class students spent their interne periods off-campus. As this was 1947, the off-campus locations included hotels (i.e. The Monson Hotel of St. Augustine, FL, and the Dixie Hunt Hotel of Gainesville, GA) listed in the now-famous Green Book (Green; see New York Public Library ), in addition to well-known properties in the northern part of the U.S. (The Roger Smith Hotel chain based in NY; The Mills Restaurants chain based in MI) (Pope, 1947, 98-99). Mr. Ramsey, in closing remarks, stated "This Council could serve as a vital force to convince Federal, State, and other related agencies that if sufficient funds were made available to Tuskegee Institute, our enrollment could be increased and our faculty and laboratory facilities could be strengthened and improved" (Pope, 1947, 100). It should be noted that Tuskegee was not the only institution seeking support from various agencies. Its situation, however, was uniquely different from the other institutions represented at the Second CHRE Conference.

Prior to the conclusion of the Second Conference, attendees decided that the Executive Committee would meet with officials of the U.S. Office of Education in Washington, D.C. to discuss plans for a formal organization, plan the 1948 conference, and propose a study on education and training needs in the hotel and restaurant industry. Dr. Meek was named to lead the formal organization process, while Dr. Rovetta had responsibility of writing the research proposal. The meeting took place at the Statler Hotel in Washington on October 27 & 28, 1947. Dr. Studebaker, U.S. Commissioner of Education, and Dr. R.W. Gregory, Assistant Commissioner for Vocational Education, both spoke of the importance of the Council's work to the nation. Dr. Gregory pointed out the opportunity for members of the Council to write books for the hotel and restaurant field. While no federal funds were allocated to the Council, Mr. Pope (with assistance from Louisa Moore), had managed to prepare initial meeting proceedings, as well as a listing of educational programs and their descriptions. Dr. Rovetta's proposal noted that there was scant information available as to the hotel and restaurant industry needs. The proposed study would ideally determine the need for education in the field at various levels. Standards of education and methods of evaluation would be included. The overall goal would be a specific educational pattern and recommendations which would become the objective of educational effort and direction (Pope, 1947, 81). Rovetta recommended a Joint Commission on Education for Hotel and Food Service to supervise the study and implement its findings. The proposed Commission would be comprised of two (2) university-level educators, and three (3) educators from below university level, with all chosen by the Council's Executive Committee. In addition, there would be a single representative from AHA, NRA, the American Council on Education, the U.S. Department of Labor, the American Medical Association, the American Dietetic Association, and two (2) representatives from the U.S. Office of Education. The proposal suggested a two-to-three-year timeframe, and budget of \$50,000. Dr. Rovetta also suggested the Director of the study come from outside the hotel and restaurant field, preferably someone from the field of education with prior experience in conducting similar studies. Rovetta concluded the proposal stating, "The fundamental – the real problem – is that of determining with imaginative precision and perceptive logic the role of hotel and food service education in the American way of economic, social and educational organization" (Pope, 1947, 82). No record of such a study has been located, and from the available literature it seems the study was never funded or conducted.

### **The Organizational Structure Begins**

The Third CHRE Conference took place from November 26-29, 1948, at International House on the campus of University of Chicago. In her welcoming remarks, Alberta Macfarlane noted the importance of the core curriculum project, "The industry sorely needs such a curriculum; one that will indicate the time required for effective training in each of the different activities" (Pope, 1948, 3). Her comments further support the Council's work at that time in preparing statements with respect to desirable standards and procedures in training programs. In his opening remarks on November 27, Chairman Adams cited three goals for participants; adoption of constitution and bylaws; election of the Executive Board; and providing for the Council's finances (Pope, 1948, 23). A review of the conference agenda reveals considerable time devoted to committees and discussion of organizational structure. Unlike the first two conference reports, there was no listing of attendees. Instead, there was a longer list of individuals who had participated in any type of meeting associated

with the Council. That listing supports how CHRIE began; that there were individuals from across a broad spectrum of the hospitality industry working together on Council activities.

The first CHRIE 'election' took place on November 27 when conference attendees elected the Board of Directors and officers. There were no nominations, and it appears the individuals who had been serving in leadership roles were named to their positions. Given that the group of individuals identified with CHRIE in those days numbered approximately fifty, we can understand this group of leaders being acknowledged by the membership as those suited for office. Mr. Adams was President; Dr. Meek Vice President; Mr. Pope Secretary; Mrs. Watson Treasurer; Paul M. Hawkins General Counsel (he was AHA legal counsel); and Board members Herman Breithaupt, Paul F. Muellet, Dr. Charles A. Rovetta, Dr. Bernard Proulx, Frances Roth, Grace O. Hunt, and Gladys Dobson. Attendees adopted CHRE's Constitution that same morning (see Appendix B). The Constitution identifies the general purpose of the Council as advancing education and training in the hotel and restaurant industry. This goal would be achieved via the exchange of information among educational institutions and the hotel and restaurant industry. The Council would also have as objectives encouraging teaching improvement, coordination of research which would affect the hotel and restaurant industry and attracting talented personnel to all levels of the industry (Pope, 1948, 11). Proposed Bylaws (Appendix C) suggested membership in the Council was both individual and institutional. Active membership was limited to institutions. Each institution was allotted three delegates to attend Council business meetings, but they had to vote as a single unit. Associate memberships were offered to industry organizations, companies, and government agencies interested in the work of the Council. These associate members were also allotted three delegates but again had to vote as a single unit. Of note was the provision that while institution and associate members could be elected to office, as individuals they had no voting rights. Likewise, an individual member could be elected to office, but had no voting rights. The Constitution and By-Laws have undergone changes (amendments) since adoption, but the basis of the association was agreed to by members in 1948.

The Board of Directors was identified as the governing body of the Council. The Board consisted of the President, Secretary, and two representatives from each classification of active membership (high school, trade school, junior college, and senior college). The Vice-President, Treasurer, and General Counsel were non-voting ex officio members of the Board. A Nominating Committee for Officers would be appointed by the President, and be comprised of the President, Vice-President, and one delegate from each active classification. The position of General Counsel was an appointed position (Pope, 1948, 11-14). Article VI of the Constitution stated that the annual meeting shall be held between November 1 and December 31 of each year, with the exact place and date to be determined by the Board, with notice sent to the membership by the Secretary at least sixty (60) days before the date of the meeting (Pope, 1948, 14). During the initial writing of this History in the mid-1990's, several older CHRIE members told the investigator that it had been Dr. Meek's decision to always meet during post-Thanksgiving weekend, since everyone was off work during that time. That meeting time was switched to late December after Dr. Meek became CHRIE's Executive Director in 1961. The investigator has not found any written verification of those statements to date. While today we might not want to travel or meet during holiday times, those times do not interfere with traditional academic responsibilities. The Bylaws, Section 2, set initial dues for CHRE membership of \$10 for active or individual membership, \$500 for national



associations/organizations and interstate business establishments, \$50 for state associations/organizations and intrastate business establishments, and \$25 for local associations/organizations and local business establishments (Pope, 1948, 16). Initially there were seven (7) active institutional members; City College of San Francisco (also referred to as San Francisco Junior College), Cornell University, Florida State University, Food Trades Vocational High School (NYC), Mississippi State College, University of Chicago, and University of Denver. Ten (10) individual members were recorded, including Joe Adams, H.O. Boord, Douglas Boyle, H.F. Hinton, Neil R. Messick, Louise Moore, Paul Muellet, John Pope, Arnold Shircliffe, and Jean L. Vernet. The American Hotel Association and National Restaurant Association held associate memberships (Pope, 1948, 98). It remains unclear as to when these initial members paid their dues, as recognition was recorded in the August 13, 1949 Board meeting. Most likely the dues were paid sometime after the conclusion of the Third Conference in November 1948 and the report presented at the Board meeting in August 1949.

The different curriculum committees formed at the Second Conference spent considerable time meeting during the Third Conference. Unfortunately, the respective committees had not shared their work with other committees since the prior conference. As a result, the General Curriculum Committee was reconstituted to include the chairs of the respective committees (high school, trade school, junior college, senior college). This group would consolidate and correlate the reports on curriculum. Each area would recommend variations required to adapt the core to its specific area with the goal that a definite statement on a core curriculum in the field of quantity food preparation be presented at the fourth conference (Pope, 1948, 44). The one committee that had completed their assignment was the Committee on Library Facilities, as they provided a bibliography courtesy of the City College of San Francisco.

The first formal Board of Directors meeting was held on November 29, 1948. Dr. Meek presided, as Mr. Adams had returned to his job in Miami. The first action was to set an annual conference registration fee of \$5 per person. Fifteen (15) individuals in the room paid that fee, which became the initial funds of CHRIE. The Board voted to require signature of the president and treasurer on all checks issued and granted the treasurer discretionary power to select the bank and type of account. The dues structure initially presented in the proposed Bylaws was adopted. The Board met a second time on March 9, 1949, in Chicago at the LaSalle Hotel. Six members attended, and Mr. Adams presided. The group posed numerous questions for discussion, including topics of membership, budget, incorporation, a central office, amendments to the constitution, and secretarial service. The third meeting of the Board took place at the Morrison Hotel in Chicago on August 13, 1949. The General Counsel reported on Articles of Incorporation, and the Bylaws. The original Certificate of Incorporation (Appendix D) was filed in Washington, DC on July 15, 1949, with signees Paul M. Hawkins (CHRE General Counsel), John B. Pope (CHRE Secretary), and M.O. Ryan (AHA). In the Certificate of Incorporation, the name of the corporation was given as The Council on Hotel and Restaurant Education. The general purpose was to advance education and training in the hotel and restaurant industry. The Board also adopted the Bylaws (Appendix C) that had been proposed and discussed previously. The first Treasurer report was next on the agenda. A balance of \$1,118 as of August 1, 1949 was noted. Revenues included the \$75 raised the prior November at the first Board meeting, plus the memberships already noted. Expenses included \$25 in petty cash, and \$102 paid for stenographic work by the Secretary. Dr. Meek next

presented the initial members of CHRE and noted that numerous schools had now applied for membership and those were in process. Those schools included Broadway-Edison Technical School (Seattle), Delgado Central Trades School (New Orleans), Georgia School of Technology (Atlanta), Michigan State College, Oklahoma A. & M. College, Pennsylvania State College, Restaurant Institute of Connecticut, The Ryerson Institute of Technology (Toronto), Tuskegee Institute, University of Illinois, University of Miami (FL), and Washington State College. The Secretary reported that curriculum reports were finally submitted on June 30, although they had been due March 1. Mr. Pope also reported that he was now employing a secretary two days each week to handle CHRE correspondence, preparing reports, and keeping records. It was noted that the Board approved each respective report. Under Miscellaneous Business, the first amendments to the Constitution were proposed; first, to change the name to National Council on Hotel and Restaurant Education (NCHRE), and second, to rotate Board membership by electing one member from each classification annually.

As noted previously, the various Curriculum Committees were having difficulty preparing the elements of the sought-after core curriculum. The General Curriculum Committee (now designated as the Special Curriculum Committee) met in Chicago on August 11 & 12, prior to the Board meeting. Mrs. Hilda L. Watson chaired the committee and presented members with a 200-page manuscript that had been developed by a team at City College of San Francisco. During the 1948-49 academic year twenty-nine (29) individuals had met as a class each week, standardizing procedures and developing curricular materials. The group included industry representatives, students and faculty. The material began with Production and covered each primary area of the kitchen. Included was listing of culinary terms, technical knowledge essential to understanding methods of preparation, job breakdown of each basic procedure, and standard recipes (Pope, 1948, 82). Topics covered included sanitation, chemistry, purchasing, labor, and cost control. President Adams called for the representatives of the various Curriculum Committees to recommend next steps. They recommended that the Council now assume responsibility for the work started by the City College team; that initial activities be restricted to preparation of teaching materials; and that no less than two individuals be employed to complete the materials. The committee estimated a budget of \$20,000 was needed to complete the project. They further suggested that the Council seek funding for the project from industry associations and state agencies, or through sale of materials to industry firms. In order to accomplish these suggestions, the committee further advised that a Director of Publicity be appointed so that the Council became known to the industry (Pope, 1948, 87). Already the reader observes the complexity of volunteer associations moving quickly on goals. While Mrs. Watson and her committee had proceeded with their assignment, other CHRE curriculum committees were not as expeditious with their respective work. As will be observed, little progress was made by other curricular committees. In addition, there does not appear to have been any funds devoted to the project.

### **The Fourth Conference**

The Fourth NCHRE Conference was held at the Morrison Hotel in Chicago from November 25 – 27, 1949. While not written clearly in the records, apparently there were some conflicts among the members. Based on later divisions, it appears these differences were between the educators; (four-year, two-year, trade, and high school). Industry was focused on training and wanted the educators to help. In his opening remarks on the afternoon of November 25, President Adams challenged

the attendees to assume more responsibility for the association. He commented that the Secretary (John Pope), as well as Louisa Moore of the U.S. Office of Education, had kept the association going. "It is the educators who must carry the torch" (Pope, 1949, 16). Frank J. Wiffler, NRA Executive Vice President stated clearly, "...if you want the financial support of industry you are going to have to give leadership, you are going to have to give direction and then you are going to have to pass information along so we can all pitch in and help sell it" (Pope, 1949, 19). Mr. Wiffler praised the AHA for its support of education, and then praised Dr. Meek for the summer executive program at Cornell. He noted that the NRA established a sixteen (16) week course in restaurant management at Northwestern University in 1941, and at the NRA's Annual Meeting in 1941 Vernon Stouffer led a drive that raised \$100,000 to create the program at the University of Chicago.

The Board of Directors and the Curriculum Committee both met in the morning of November 25. Treasurer Watson submitted her report noting a balance of \$1,030.36, although she stated that there were some outstanding obligations that had not yet been recorded (In the minutes of the Business Meeting a balance of \$638.32 was noted) (Pope, 1949, 35-36). Mr. Hawkins reviewed his actions that had produced the Certificate of Incorporation, as well as the Bylaws. He then reported that he was pursuing tax exemption status, and such would be granted in 1950. Dr. Rovetta, serving as Chair of the Committee on Admission, reported nine new institutional members and two individual members. Several institutions that had expressed interest in membership had yet to complete their application. The Board then reviewed amendments to the Constitution. A proposed amendment had to be submitted to the Board at least sixty (60) days prior to the Annual NCHRE Meeting. An amendment could be adopted unanimously by the Board, or if that were not attained, by a two-thirds vote of the membership at the next Annual Meeting. The Board approved the name change and the election process, moving to bring these items to the general Business Meeting that followed.

The Business Meeting proceeded with various Board reports. Individual schools also made presentations. Among those was Dr. Daisy Purdy from Oklahoma A. & M. College, who reported on the construction of the student union on the Stillwater campus. When completed it would be the largest building on any U.S. campus, and they looked forward to hosting many conferences there. The representatives from the schools had gathered and presented their respective candidates for office. The four-year colleges elected Donald Greenaway from Washington State College to hold office in 1950 & 1951, and Dr. Daisy Purdy to hold office in 1950. The two-year colleges elected Mrs. G. A. Dobson for 1950 & 1951, and Grace O. Hunt for 1950. The trade schools elected Lloyd Gail for 1950 & 1951, and Frances L. Roth for 1950. The high schools elected August Forster for 1950 & 1951, and Herman Breithaupt for 1950. The Board officers were then announced for 1950. Dr. Meek was now President; Dr. Rovetta was Vice President; Mrs. Hilda L. Watson was Treasurer; John Pope remained Secretary; and Mr. Hawkins remained General Counsel. However, Dr. Proulx read a letter from Dr. Meek, who was unable to attend the conference. Dr. Meek regretted his inability to serve in 1950 (note to readers- at that time construction of what became Statler Hall was nearing completion, and was most likely the cause of Meek's decision) and recommended they follow the Bylaws regarding Board positions. As a result, Dr. Rovetta became President, while Mr. Adams was elected Vice President. Mr. Adams then convened a discussion on the contributions of NCHRE. While the record does not state specifics, there was a frank conversation regarding why more had not been accomplished (Pope, 1949, 41).

It seems the disagreements were with respect to the curricular issues under discussion, and that the different levels of education were not in agreement as to standards.

Under Committee Reports, several committees did not submit reports, and it was noted several activities of importance to NCHRE had yet to be considered. The Committee on Library Facilities did have a report, as the Committee produced a listing of books and materials which was provided to all NCHRE members. It was noted that additional copies were available for sale (\$1.00 per copy) through the NCHRE office (given as Box 7727, Benjamin Franklin Station, Washington, D.C.). Louisa Moore presented a report on the Basic Curriculum Writing Project. This project concerned the writing of a basic course of study in quantity cooking. She summarized the work to date, including a listing of foods and preparation, and courses in related subjects. She recommended that the Board produce a plan to move the Curriculum Project forward, and that members as well as other interested groups participate in the project. She was hopeful that progress would be made by the Fifth Conference.

At the Board meeting on November 27, one suggestion was to draft several industry executives to serve with Mr. Adams on a membership committee. The Board proposed that the function of this committee was to raise funds, donations, and to solicit associate memberships. A second suggestion, made by Dr. Proulx, was to form an Accrediting Committee, the purpose of which was to gather information on current practices in accrediting teachers and schools in the hotel and restaurant field (Pope, 1949, 67). Mrs. Roth suggested a series of summer workshops for teacher training and production of instructional materials. Mrs. Watson suggested to inform the Canadian Restaurant Association and Canadian Hotel Association of NCHRE activities, and to invite their participation. On her recommendation the Board initiated the process of securing a booth at the Hotel Show in New York City, the Restaurant Exposition in Chicago, and other conventions where the interests of NCHRE could be promoted (Pope, 1949, 67). Paul Muellet suggested a monthly newsletter to keep members informed. He also suggested a complete roster of schools to be distributed to all national and state associations in the field, and to trade publications. He also suggested a speaker list be prepared, of those who could speak for NCHRE to all interested groups (Pope, 1949, 68).

The Board met again on January 31, 1950, at the Restaurant Institute of Connecticut in New Haven. The meeting had two objectives; to advise the President as to selection of an Executive Committee, and to develop plans for completing the curriculum writing project. In attendance were Dr. Rovetta, Mr. Pope, Mr. Hawkins, Dr. Purdy, Dr. Meek, and Mrs. Roth. Mr. Adams, Herman Breithaupt, and Mrs. Watson were not able to attend. After some discussion centered on function and powers of the Executive Committee, the Board decided that three (3) individuals would comprise the Executive Committee. The Executive Committee members designated were Dr. Rovetta, Dr. Purdy, and Herman Breithaupt. The Board then spent time in discussion over a brochure to be sent to industry groups. After agreeing to content, Dr. Rovetta indicated he would get pricing for a run of 5,000 brochures. The Board next focused on the curriculum project. It was agreed to coordinate the activities through Louisa Moore. Dr. Meek invited NCHRE to meet at Cornell University in 1950 (Statler Hall opened May 6, 1950), and Dr. Purdy invited NCHRE to meet at Oklahoma A. & M. College in 1951 (Pope, 1949, 74). A summary of NCHRE activities to date was prepared by Secretary Pope. Of note was the legal change in name now in effect; National Council on Hotel and Restaurant Education (NCHRE). In addition, federal tax-exempt status (see Appendix E & F), as well as in Washington, DC was secured (Pope, 1949, 77). Pope also wrote of several NCHRE

members speaking to the American Vocational Association convention on December 10, 1949. However, no additional speaking presentations were noted. Notable for current ICHRIE members are the conversations that focused on accreditation, teaching seminars, newsletter and a directory of schools. Each of these items came to pass in ICHRIE's history. The directory of schools was produced in 1950 and for many years was widely distributed across the country. A newsletter (Articulation) started in the mid-1950's, becoming CHRIE News in the mid-1970's, and now known as Communique. Accreditation became a part of hospitality education in the early 1990's with the Accreditation Commission for Programs in Hospitality Administration. The teaching seminars are now part of ICHRIE's Career Academy.

### **The First Meeting in Ithaca**

Thirty-two (32) brave individuals made their way through a post-Thanksgiving (November 24 – 26, 1950) snowstorm to Ithaca and Cornell University. Dr. Meek had planned the conference and was proud to show off the new facilities in Statler Hall. Much had been accomplished by NCHRE in the prior year, as three publications were now available. While a few NCHRE members contributed to the manuscripts, the work was primarily compiled by Louisa Moore of the U.S. Office of Education. In a statement read to the attendees, Charles A. Horrworth of the AHA congratulated NCHRE on producing the materials; "Food Preparation & Related Subjects: A Selected Annotated List of Books"; "Food Preparation and Related Subjects: A Selected Annotated List of Visual Aids"; and "Directory of Schools & Colleges Offering Courses for Training of Managers, Supervisors, and Workers in the Hotel and Restaurant Industry" (Pope, 1950, 1). An invited guest speaker, Dr. A. L. Winsor, Director of Cornell's School of Education, gave a presentation on the importance of general education. He pointed out that general education was the "common denominator of educated persons", and that education levels of the working public "were low and reflected in poor work performance", thus making the case for the role of education (Pope, 1950, 18-20). Mr. George H. Ferris, President of the International Stewards' and Caterers' Association, noted their concerns were focused on those who worked in the back-of-the-house. He emphasized hands on training, as opposed to set curricula; "There is more to the food industry than a college education. To be successful in administering basic training, the teacher must have had diversified practical experience in all phases of food operation. Practice should supersede theory" (Pope, 1950, 27-29).

Dr. Meek provided a tour of the new Statler Hall and followed with a presentation on Cornell's program. He praised the Statler Foundation for providing \$2.5 million for the building. He noted it was a teaching facility and included thirty-six (36) hotel rooms (Statler Inn) for the students to practice their lodging skills. There was also the Statler Club, which served as a faculty club, and a cafeteria for students to practice their foods-related skills. He described how the academic program integrated with the working facilities. He illustrated how a student worked in different areas throughout the school year, then complemented that work with supervised work experience over the summer months (Pope, 1950, 23-26). Dr. Meek explained that Statler Inn set rates after discussion with the Statler Hotel Company. The rates were lower than what would be found in a traditional Statler Hotel, but not so low that there was unfair competition with the Cornell Student Union or local properties in Ithaca. He noted that the School of Hotel Administration (designated such on May 6, 1950 with Meek as director) was funded by tuition and fees and did not receive any state appropriations or university endowment funds. He also pointed out that the Statler Inn only accepted university guests (Pope, 1950, 25).

Dr. Rovetta presided over the Board of Directors meeting on November 24. He emphasized that NCHRE needed to clarify its objectives, particularly to industry. He proposed establishing regional NCHRE organizations to provide better service across the nation. He also proposed that a full-time professional devote their work to NCHRE. He suggested Mrs. Hilda L. Watson, who was beginning a sabbatical leave, and who had already demonstrated her commitment to NCHRE. The Treasurer's Report was read, with a balance on hand recorded of \$856.13. There were now twenty (20) active memberships, ten (10) individual memberships, and three (3) associate memberships. There were considerable expenses associated with the production of materials. Secretary Pope summarized activities, including the publications noted previously. However, he commented that the Office of Education had begun to identify too much time was being spent on NCHRE duties instead of official responsibilities (Pope, 1950, 50). Mr. Pope then reported on the election results for the following year of service; Dr. Meek as President; Herman Breithaupt as Vice President; John B. Pope as Secretary; and Hilda L. Watson as Treasurer. Several schools reported on recent activities, including Dr. Purdy from Oklahoma A. & M. College who informed the Board of the completion of the Student Union building. In addition to hotel rooms, the building housed a Union Club, offering an additional laboratory to the hotel and restaurant program. Mr. Ramsey from Tuskegee Institute reported an increase in meetings with industry, although he noted the challenge was to create a future for graduates instead of just using them as temporary labor (Pope, 1950, 31). Dr. Rovetta noted that NCHRE had a common interest in education, but that the AHA and NRA could direct educational resources if there were no alternatives. He also identified the scarcity of education in certain areas of the field, particularly for cooks and bakers; "We do admit, however, that it is much easier to initiate a college program and keep it going than it is to initiate a trade school" (Pope, 1950, 34). Rovetta continued to note that considerable discussion had taken place between industry and educators with the need identified as individuals between supervisors and production work, and this was best suited to junior colleges. There was an awareness that there were enough college-level programs to satisfy industry needs. However, the area of trade schools and high school programs was considered to have been forgotten. He concluded his remarks by calling for more continuing education type classes designed for industry and offered when most appropriate for them to attend. The Basic Curriculum Writing Project report was discussed, and common agreement made that some subjects should be learned by all students, but that certain subjects were more applicable to upper level programs. Attendees discussed the necessity of developing job analyses as a foundation for curricular development (Pope, 1950, 42). At the final meeting of the conference the Directors for 1951 and 1952 were elected; Dr. Rovetta for Colleges; Mrs. Grace O. Hunt for Junior Colleges; H. R. Cole for Trade Schools; and Herman Breithaupt for High Schools.

A brief Board meeting took place on November 25. While listed as attending, Mr. Hawkins requested a delay in his appointment. The Board discussed, but reached no decision, as to brochures and other materials to be distributed. Producing a newsletter was also an item not acted upon. It appears the delays and lack of decisiveness was directly linked to the Curriculum Project. The Board suggested that a single individual be responsible for the project, and possibly conduct the research necessary as part of a graduate degree. Mrs. Watson had a forthcoming sabbatical leave, and it was suggested she work with Dr. Meek on details. There were no further activities planned for the different curriculum committees. The Board met again on May 10, 1951,

at the NRA offices in Chicago. Vice-President Breithaupt chaired the meeting in Dr. Meek's absence. The Board voted to hold the 1951 Annual Conference at Oklahoma A. & M. College, in the new Student Union facility. A discussion followed where the Board talked of setting a central and permanent meeting place, with Chicago being preferred. One suggestion was to hold a meeting either before or after the NRA Convention, as well as during the Hotel Show in New York. With respect to the NCHRE Annual Conference, the suggestion was made to run Monday through Wednesday, or Thursday through Saturday, and to avoid holidays. Dr. Rovetta suggested that the program include only areas of mutual interest, and separate meetings of four-year and other education levels be included. An additional suggestion was that the President send a letter to every institution encouraging attending the annual meeting. The Board also reiterated that the Curriculum Project was best undertaken as part of a graduate degree program, and that Mrs. Watson's sabbatical leave was an excellent starting point for the project. No NCHRE funds were authorized for the project, and no records exist to suggest that Mrs. Watson took on the responsibility of completing the project. Mr. Hawkins had resigned in January 1951 and was replaced by Edward A. McCabe from the AHA (Pope, 1950, 61-64). We can observe that the young association was struggling to gain traction. There was confusion over objectives, and apparently differences between the various education groups was impacting the progress of work on existing projects. We also note the call for regional groups (which eventually became chapters, then federations), and a need for a full-time officer to manage operations. That latter point would not be a reality until John Pope retired from U.S. Office of Education in 1956, and more specifically, until Dr. Meek retired as Dean at Cornell in 1961.

### **NCHRE's Sixth Conference**

The Sixth Conference of the National Council on Hotel and Restaurant Education was held at the Student Union Hotel on the campus of Oklahoma A. & M. College in Stillwater, Oklahoma, from November 22 to 24, 1951. Only sixteen (16) people attended this conclave, with Herman Breithaupt presiding in the absence of Dr. Meek. Dr. Daisy I. Purdy provided an overview of the facility, which remains in operation today. Opened in late 1950, the 453,144 square foot, five story building, with 176 hotel rooms, was the largest Student Union in the world at that time (OSU Magazine, 2001). While there were several presentations from the host campus, most of the meeting focused on NCHRE business and activities. At the Board meeting on November 22, the Treasurer's Report noted a balance of \$1,188.14, including 38 active and individual members. In addition, 150 bibliographies were sold (\$1.00 each), and the account had earned \$4.28 interest (Pope, 1951, 33). Secretary Pope reported that his assistant had resigned earlier that year, and her replacement was leaving at end of December. He reiterated that the Office of Education was carrying a significant load of NCHRE's business and activities, and the situation could not continue indefinitely.

Donald Greenaway of Michigan State College reported on the Nominating Committee and election. He noted a delay in getting results to the Secretary. Secretary Pope explained that the twenty (20) day constitutional deadline for mailing ballots to members had not been met. Dr. Rovetta suggested that given the technicality, the election could be declared invalid. He further suggested that those elected could resign at the next meeting of the Board, and then the remaining Board officers could elect the new officers under the constitutional provision for filling vacancies. By common consent, the Board members present approved this approach (Pope, 1951, 36). The final item at this Board meeting was a discussion of a proposed constitutional

amendment that would establish the annual NCHRE meeting to either precede or follow the National Restaurant Association annual convention in Chicago. A second part of the amendment called for the Board to meet at the National Hotel Show in New York City each fall as well.

The Board meeting on November 24 was presided over by Dr. Rovetta. He proceeded to request that due to the technical error in the election process, each officer would need to resign, and the Board would then follow constitutional procedure for filling vacancies. Mr. Pope resigned and was then re-elected as Secretary. Mrs. Watson had resigned as Treasurer prior to the meeting, and Joseph Bradley was elected as new Treasurer. Dr. Rovetta resigned as Vice President, and indicated he felt it important that someone else now serve. Paul Muellet was then elected as Vice President. Mr. Muellet then assumed leadership of the Board meeting. There was no record of Dr. Meek resigning as President (Pope, 1951, 41). He was traveling in South America at the time of the meeting and had apparently been traveling the world considerably during the past year. The other officers included Dr. Daisy I. Purdy (1952 & 1953) and Dr. Charles A. Rovetta (1952) for the colleges, Mrs. Gladys Dobson (1952 & 1953) and Mrs. Grace O. Hunt (1952) for junior colleges, August Forster (1952 & 1953) and H. R. Cole (1952) for trade schools, and Elias Kasman (1952 & 1953) and Herman Breithaupt (1952) for high schools. Mrs. Hunt read a report from the NCHRE office on the progress of the Curriculum Project. Based on the reaction from the Board, there still had not been much progress on this work. It appears that there was a lack of communication among the different levels of education in coordinating the information.

On May 7, 1952, the Board met at the NRA offices in Chicago. The primary item of business was the discussion of the constitutional amendment setting time and place for the annual meeting, and subsequent Board meeting. The Board felt that the amendment would give a fixed time and place to meet and would give members an opportunity to attend at least one of the meetings. There are no records pertaining to NCHRE from this May 1952 meeting until the 12<sup>th</sup> Conference in 1957. There was mention of the 1956 Annual Conference taking place in Chicago, so it may be possible that NCHRE met in Chicago around the time of the NRA Show during those years. While these records may exist somewhere, the author has yet to locate them. Several older CHRIE members in 1995-1996 told the author the records do not exist and were destroyed. The author will continue to search for those records.

The foundational years of CHRIE (1946-51) reveal a small group of dedicated educators and industry leaders who desired to move the hotel and restaurant field forward. The role of the U.S. Office of Education, and John Pope and Louisa Moore was critical during that time. General Counsel Paul Hawkins drafted a constitution and bylaws, which provided the organizational foundation still in place today. Hawkins also was successful in establishing the association as a 501 c (3) entity and would operate tax-free. There was disagreement among members as to the Curriculum Project, and it remains unclear how serious this disagreement became over time. Programs in two-year schools and trade schools have survived to today, but unfortunately there has not been as much interaction between them and the four-year schools as in the early years of the 20<sup>th</sup> century. The high school market has not been part of ICHRIE for many years, although it remains steady given the work of NRA's Pro Start, AHLA Lodging Operations Programs, and Tourism Academies. Given that the start of CHRIE was a result of various hospitality groups coming together, questions that require addressing remain why and when the different



educational groups grew apart, and why education groups and industry groups seem to be in the same place in resolving mutual issues of interest as they were in the late 1940's.

### **The Unknown Years of the 1950's**

The U.S. Office of Education continued its operational management of NCHRE in the early 1950's, as John Pope continued to serve as NCHRE Secretary. Dr. Meek served as CHRE President for three years (1950-1953), followed by Herman Breithaupt in 1954, and Donald Greenaway from 1954 to 1958 (his 4-year term was the longest of any President). No records have been found for CHRE conferences between 1952 and 1956 (annual meetings 7 – 11). Several older CHRE members in 1995-96 suggested these conferences took place the week between Christmas and New Year, as Dr. Meek felt that time was the least disruptive to academic or work schedules (with no record, it was impossible to verify these comments). Whether it was in Chicago in May or Ithaca in December, NCHRE continued to operate, since we know the Presidents of that time. Given that Dr. Meek served for three years, and Mr. Greenaway for four, the author suggests that continuity in whom was President was critical to the association viability. It also suggests that this period of the 1950's was when the four-year schools became the dominant part of CHRE.

The Twelfth (12<sup>th</sup>) NCHRE Conference took place at Statler Hall on Cornell's campus from December 27 to 29, 1957 (Recknagel, 1957). Conference chair and NCHRE President Donald Greenaway from Michigan State College led a small group of 26 attendees. There was reference to a snowstorm preventing travel at that time. According to the notes of this meeting, John Pope was named NCHRE Executive Secretary in late 1956 and the offices were moved to the AHA offices (Mrs. Hilda L. Watson was AHA Foundation President) effective March 1, 1957 (Recknagel, 1957, 75). While no record exists, the author surmises Mr. Pope had retired from the U.S. Office of Education but desired to continue to serve the association. Reports suggested the members were still trying to determine best ways of working with industry partners. The election for 1958-1959 officers resulted in Matthew Bernatsky elected President, Joseph T. Bradley Treasurer, Grace Hunt Secretary, and Mary Resh Vice President. One of the items discussed in the Business Meeting was the date and location of annual conference as several members expressed concern that attendance could be much stronger if a more easily accessible location were chosen, and if a time of year more conducive to travel were selected (these comments suggest the missing years conferences were held in Ithaca and not Chicago). The budget approved for 1958 revealed thirty active members, five sustaining members, and ten individual members. The Statler Foundation had provided \$10,000 through a grant. There was no record of the grant being submitted or funded, however there was a strong relationship between Dr. Meek and the Statler Foundation as Statler Foundation had long been a supporter of Cornell's program. Under expenses were salaries of \$11,200 for the Washington office. Overall, the association was in positive financial condition, with \$2,900 excess placed in a contingency fund (Recknagel, 1957, 74). As no records from 1952-1956 have yet been located, we do not know when salaries were first paid out, or how such a decision was reached. We also do not have records that would tell us how and when Dr. Meek began to exert influence over the association. Another question that begs for an answer was why the 12<sup>th</sup> Conference Report was edited by a Cornell faculty member and not Mr. Pope. Given how thorough the records of the first six CHRE/NCHRE conferences were, something occurred between 1952 and 1956 that impacted recording of information from conferences and related NCHRE activities from those years.

## CHRIE's 14<sup>th</sup> Annual Conference

There was no record of the 13<sup>th</sup> Annual Meeting in 1958, nor of any Board meetings since the 1957 Annual Meeting. The 14<sup>th</sup> Annual NCHRE Conference took place at the School of Hotel and Restaurant Management of University of Denver, from November 22 – 24, 1959. This conference was the first located west of the Mississippi River and first to have a theme, "Getting Full Value from our Educational System" (NCHRE, 1959). In the Conference Report was a photo of attendees (see Exhibit 4). This photo shows many early leaders of CHRIE (Presidents Howard Meek, Herman Breithaupt, Matthew Bernatsky, Joseph Bradley, John MacAllister, Walter Wasson, Harry Purchase, Gerald Lattin, and Lawrence Wong; and long-time officers Hilda Watson, Frances Roth and John Pope). The photo also provides evidence that CHRIE was an association that was diverse from its beginning; note the attendance of women, as well as two African American and one Asian American member(s).

### Exhibit 4

#### 1959 Conference Attendees



Planning a program for the training of food production managers and chefs at the Fourteenth Annual Conference of the National Council on Hotel & Restaurant Education held at the University of Denver, November 22-24. (Picture taken at rear of the Hotel & Restaurant School Building.) Reading from left to right: Dean H. B. Meek, Cornell; Lt. Col. V. E. Cordell, USAF; Henry W. Minor, Henry's Supper Club; Scott Hardy, Texas Hotel Association; Richard L. Erb, Grand Teton Lodge Co.; Edward Lyon, CMAA; Robert L. Keeney, Putsch's Restaurants; Professor J. T. Bradley, Washington State University; Harry Purchase, Paul Smith's College; Henry T. Maschal, Harris, Kerr, Forster & Co.; J. A. Beaumont, US Office of Education; Jack McElhinney, Townsend Hotel; Dick Meyer, Prophet Company; Walter R. Wasson, Cincinnati Public Schools; John B. Pope, NCHRE; Dr. J. W. Thompson, MSU; Herman Breithaupt, Chadsey High School; J. R. Tarantino, NY Inst. of Dietetics; Walter T. Day, Indiana Restaurant Assn.; Hilda L. Watson, AHA; Jay B. King, Tuskegee Institute; C. A. Horrworth, AHA; Frances L. Roth, Culinary Institute; Don Elisha, Hotel Lafayette; George R. Culp, John R. Thompson Company; Dean Queen Shootes, Tuskegee Institute; David A. Worlon, Ryerson Institute; Norman B. Wiyutoff, Marketing Specialist; Ruth M. Kahn, American Hospital Assn.; P. S. Goan, Dude Rancher Lodge; Mrs. Goan; Joseph E. Prinsau, Yellowstone Park Company; Janet Lefler, New York City Community College; John J. MacAllister, Oklahoma State University; Helen J. Evans, Chicago Board of Education; Professor Gerald Lattin, Cornell University; Lawrence Wong, San Francisco City College; Kathryn Bruce, NRA; Robert C. Weems, Jr., University of Nevada; Grace Hunt, Erie County Technical Institute; Dean James C. Taylor, University of Houston; Professor Matthew Bernatsky, Denver University; Carl Gebert, Muehlebach Hotel.

Source: NCHRE, 1959

The conference agenda included several addresses as well as panel presentations. Industry groups making presentations included AHA, NRA, Club Managers Association of America, Executive Stewards' and Caterers Association, Slater Food Service Management, and the accounting firm Harris, Kerr, Foster and Company. Several Denver alumni (the Denver program began in 1945 in the College of Business Administration) participated on a panel addressing the benefits as well as shortcomings of their education program. Students from the University of Denver School of Hotel and Restaurant Management program also attended and participated in the conference. In the opening address, Dr. Meek spoke of the relationship between education and industry, as well as the contribution of NCHRE. "What is the function of the Council? ... the contribution of the Council is not in dictating a course of action, but in planning, in coordinating, and, by various means, in pointing the way to improved programs for persons who will follow careers in the feeding and housing industry" (NCHRE, 1959, 3). Two meetings were held where member institutions gave updates from their respective programs. The Business Meeting took place after the school update session. President Bernatsky spoke of the increase in sustaining members, and that the search for additional sustaining members would continue. A proposed change to the Constitution was presented whereby the office of Second Vice President would be created, and the office of Chairman of the Board established for immediate past presidents. Treasurer Harry Purchase noted all bank accounts had been moved to Washington, DC, and the balance in NCHRE's account stood at \$9,552.38 (note the impact of the Statler grant). There were 28 active members, 17 individual members, and ten sustaining members, as well as a \$5,000 grant from the Statler Foundation. In Executive Secretary Pope's report, he noted invoices to 48 institutions and 14 sustaining members had been billed but not all received. There was also mention of the Newsletter, which apparently had begun a few years prior (the newsletter was called Articulation and was produced from 1955 to 1974).

The Board of Directors met prior to the conference at Dr. Bernatsky's home, as well as following the conclusion of the conference in the Student Union Building. The General Counsel, Scott Hardy, was asked to prepare an amendment to the Constitution and Bylaws whereby officers would succeed to the next higher office. The Board unanimously approved that a change in the name of the association be made to include other segments of the feeding and housing industry (Institutional was added). While no record has been located, the association name change (to NCHRIE) apparently became official at the May 1960 meeting of the Board at the NRA Show in Chicago. The Nominating Committee presented the officers for 1960-61. Joseph Bradley was President; Grace O. Hunt First Vice President; Walter Wasson Second Vice President; Lawrence Wong Secretary; Harry Purchase Treasurer; and Matthew Bernatsky became the first Chairman of the Board. John MacAllister represented Colleges; Mrs. Janet Lefler and Mrs. Frances Roth represented Junior Colleges and Institutes; Hubert Eickman represented trade schools; and Nathan Clark represented high schools. Of note near the conclusion of the meeting was Mr. Pope informing the Board he was giving notice of his retirement from NCHRE duties effective at end of 1959 (NCHRIE, 1959, 68). John Pope played an essential role in the early years of the association. It could be said he was the most important individual to CHRE/NCHRE in the period of 1946-1959, for without his reporting we might not have any records of the association.

### **CHRIE's 15<sup>th</sup> Annual Meeting**

When the 15<sup>th</sup> Annual Meeting began at Cornell University on November 20 – 22, 1960, two significant changes were apparent. First, the name of the association had been changed to National Council on Hotel, Restaurant and Institutional Education (NCHRIE). The name change must have been approved at the May 1960 Board meeting in Chicago. The second change was Donald Montgomery was now listed as Executive Director (NCHRIE, 1960, 4) [on a sad note, as reported in the Cornell Quarterly February 1961 reprint, Mr. Montgomery died suddenly on December 14, 1960]. Sixty-two (62) participants including educators, trade press, trade associations, and industry representatives heard addresses from the AHA, NRA, Statler Foundation, U.S. Office of Education, Slater Food Services, Hot Shoppes, and Sheraton Hotels. C.J. Mack, AHA President, spoke on industry's education expectations for junior management. His comments could have easily come in 2020, "Students hoping to become junior executives should be aware that their education is intended not merely to fit them for a job but to open the doorway to a career. Many college graduates feel that a job is below their qualified level unless it enables them to utilize all that they have learned in school. If they have had college training in hotel management, they want to become hotel managers immediately" (NCHRIE, 1960, 6-7). NRA President Harry Akin also spoke on management education but focused on the restaurant industry. He specifically mentioned the NRA Executive Development Program as key to the industry's development; "Whatever hope the restaurant industry holds for the future, it will be realized only through and by educational processes" (NCHRIE, 1960, 8). Other speakers also spoke of the specific personnel needs of their companies. Dr. Meek had prepared a panel of five international students from the Cornell program. While each spoke of the type of hospitality education available in their country (Switzerland, Netherlands, Germany, Japan and India), all stated they came to Cornell to obtain management education (NCHRIE, 1960, 11). The U.S. hospitality four-year college programs had focused on management education, while the U.S. two-year and trade schools had followed the European model of focusing on basic skills coupled with apprenticeships. The meeting concluded with a banquet, and speech from Dr. Meek. He spoke on the integration of general education and vocational education, expressing that it was more effective educationally than a program that specified a sequence of required cultural subjects prior to taking any vocational subjects. He ended with a statement that presents the underlying philosophy of service; "Being called to the useful service of others, is the highest recognition a person can hope for in today's society" (NCHRIE, 1960, 13-14). Two notable attendees of the meeting were Professor Jerry Vallen, then with State College of Applied Arts and Sciences in Canton, New York, and Robert Riedel, general manager of the Hotel Duval in Tallahassee, Florida. The Hotel Duval was the property on which the book (later authored by Vallen), Check-In, Check-out was based.

### **Dr. Meek Becomes CHRIE Executive Director**

By the start of the 16<sup>th</sup> Annual Meeting on the campus of Michigan State University, December 27 -29, 1961, Dr. Meek had retired as Cornell's Dean (on July 1, 1954, Cornell's program was designated a College of Hotel Administration, and Meek named dean) and officially become CHRIE's Executive Director. Although no records exist, the association name was again changed, this time to Council on Hotel, Restaurant and Institutional Education (CHRIE). There was mention of the change at the conclusion of the Board of Directors meeting on December 27, and that because there was increased participation by educators from other countries the word 'national'

would be deleted from the title (NCHRIE, 1961). The annual meeting report points to a continuation of the discussions begun at the 15<sup>th</sup> Annual Meeting. The focus of those attending was how to plan better recruiting and training methods for schools at the vocational level (NCHRIE, 1961). Among the invited speakers was Henry Montague, NRA Vice President, who summarized the personnel problems of the industry at multiple levels. Of concern to him was the shortage of individuals at the supervisory level and above. He speculated that the Council could work with the NRA and the hospitality industry in finding solutions to these labor shortages. Future CHRIE President Henry Barbour, and at that time general manager of the Houston Country Club representing the Club Managers Association of America, also spoke about partnering with CHRIE.

With eighty-three (83) attendees, this was CHRIE's largest gathering yet. Mentioned in the report was that an anonymous donor provided travel fellowships for many to attend the conference (the donor was widely believed to be Dr. Meek). Educational sessions focused on training and teaching methods, many led by Michigan State University (MSU) faculty. One session was led by Dr. Lendal Kotschevar, then on the MSU faculty, who presented his mobile laboratory approach to teaching quantity food courses. Frances Roth, founder of the CIA, described the new text, 'The Professional Chef', developed by the CIA through a Statler Foundation grant and assistance from Institutions magazine. Dr. Meek reported that he was working closely with several associations and had been asked to be a member of the board of the newly formed American Hotel Association Educational Institute. During the Board of Directors meeting on December 27, it was determined that past presidents would no longer be members of the Board with exception of immediate past president. Officers would now be elected on a calendar year basis, and the treasurer could be re-elected. A budget was approved with projected expenditures of \$23,200 to June 1962, and \$35,200 to December 1962. The CHRIE Officers and Directors, who would all serve until December 1962, included President Joseph T. Bradley, First Vice President Grace O. Hunt, Second Vice President Walter Wasson, Secretary Lawrence Wong, Treasurer Gerald Lattin, Chairman of the Board Matthew Bernatsky, College Directors Donald Lundberg & John MacAllister, Junior College & Trade Schools Directors Janet Lefler & Frances Roth, and High School Directors Herman Breithaupt, Frances Carlin, James Osenton, & Hubert Eickman.

### **The 17th Annual Meeting of CHRIE**

The 17<sup>th</sup> Annual CHRIE Conference was held in Chicago on December 26 – 28, 1962, at the Chicago Sheraton Hotel. The Proceedings (CHRIE, 1962) present summations of reports delivered to the attendees by several groups. There was no information on any Business Meetings or Board Meetings. It was CHRIE's largest meeting ever, with 100 attendees, including many industry representatives. The opening address was provided by John Green, AHA President, who reiterated the role education was to play in the growth of the industry. He also reported on the success of the American Hotel Educational Institute, with nine courses offered and 4,000 enrolled in 1962. Following the opening address, attendees were split into working groups to address issues related to training, and how best to provide instruction and materials. At the end of the day, summation reports from each group were presented. The morning of the second day of conference focused on curriculum, as the group again split into several working groups to review the curriculum materials CHRIE had originally produced in 1947. Following lunch, attendees heard from Robert Shackford of the U.S. Department of Labor, who explained the recently passed 1962 Manpower Development Training Act. Funding was available for training programs, and educational

programs and industry were encouraged to pursue funding. Frances Roth of The Culinary Institute of America (CIA) provided details on the cook's basic training program in process at the CIA. The program, for 45 individuals, was scheduled for thirty (30) hours each week for a sixteen (16) week period. The conference concluded with a note indicating that agreement on curriculum could not be accomplished in a short session, and the recommendation was made to form a committee to continue the work. The last item reported was that the new CHRIE President, John MacAllister from Oklahoma State University, was introduced. There was no information provided on elections.

### **The 18th Annual CHRIE Conference**

The 18<sup>th</sup> Annual CHRIE Conference was held in Chicago on December 27 -28, 1963, at the Chicago Sheraton Hotel. The Proceedings (CHRIE, 1963) present summations of reports delivered to the attendees by several groups. There was no information on any Business Meetings, Board Meetings, or listing of attendees. Mary Resh of the U.S. Office of Education presented on the Manpower Development and Training Act of 1962 and Implications for the Hotel and Restaurant Industries. She reported that the Act was a result of employment issues such as shortage of qualified workers and impact of technology. She pointed out that funding was available to support research into employment requirements as well as training and skill development programs. She then informed attendees of work done to date, noting 2,500 training projects had been approved. There were 77 institutional projects for hotel and restaurant occupations, all in basic skill positions such as cooks and housekeepers. Of note was that this report was the first the author found of a research study with data ever presented at a CHRIE conference.

The second major presentation was from Richard Taranes, who represented the Conference of Personnel Officers (COPO), a group that covered over 100,000 employees in various hospitality firms. He reported on how the COPO felt about existing training programs, and how COPO and attendees could work together ensuring the flow of graduates into the industry. Mr. Taranes noted that the individual firms would train the graduates, so the schools needed to prepare the students for their first job. He informed attendees that firms sought college-level talent but was not finding enough. A panel of restaurant association executives next discussed the types of vocational education being conducted at state and local levels. While numerous programs were available, the panelists noted that few women were interested. They also reported that because there were far fewer college-educated restaurant operators, 'how-to' pamphlets were critically important to those operators.

Dr. Meek reported on a survey he had undertaken, investigating alumni perspectives of their respective programs. Alumni indicated they enjoyed meeting the challenges of work, being responsible, being your own boss, but also cited long and irregular hours. Dr. Meek noted that the schools had improved the opportunities of many students and had improved the operations of hospitality businesses.

While the topic of accreditation had been mentioned in prior CHRIE meetings, there was never any follow up on the subject. At this conference however, a presentation from Kathryn Bruce of the NRA and Grace Hunt of CHRIE focused on the American Vocational Association's interest in accreditation for vocational schools and programs. Bruce discussed the work by the National Council on Accrediting (NCA) in developing procedures for accreditation. Concerns noted by NCA were too many different accrediting bodies and the role of government in establishing standards

if industries failed to do so. CHRIE, through Executive Director Meek, would monitor the ongoing discussions, and report back to membership.

Additional presentations were made by representatives of the CMAA, NRA, and American Hotel & Motel Association (AHMA). The CMAA report noted the growth of manager education program begun in 1955. That program first took place on the campus of the University of Houston over a five-day period. To date over twenty percent of CMAA membership had participated in what was then a three-day program, offered at various locations around the U.S. Today we recognize this program as CMAA's Business Management Institute. The NRA report reiterated the working relationship with CHRIE and noted that the industry benefited from the talent coming from schools. It also noted that the industry had many smaller firms and providing information and talent to them was as important as to the larger businesses that dominate the industry. The AHMA report focused on attitudes of those entering the industry. The report emphasized developing personal responsibility in each student. The emphasis on training should not surprise us, as the early 1960's was a boom period for the hospitality industry. In addition, schools were beginning to see the impact of the baby boom generation attending college.

### **1964 – A Year of Action**

CHRIE's 19<sup>th</sup> Annual Conference was held in December 1964, in Tallahassee, Florida. The limited record of this conference was found in the summation of the 20<sup>th</sup> Annual Conference (CHRIE, 1965). What we know of CHRIE activities during the year was that a conference devoted to the Manpower Development Training Act took place in spring 1964, and CHRIE members attended. The Board of Directors met in Chicago in May 1964, although no record of the meeting appears to be available. In February 1964, CHRIE's Committee on the Junior College Curriculum met in St. Louis. The committee identified what a junior college was, the type of students most likely to attend, and presented a curriculum for students who would go directly into the industry upon program completion. The committee, in its deliberations, chose this direction versus a curriculum designed for students to transfer to four-year programs. The committee also discussed facilities needed, library materials needed, and faculty backgrounds. The committee also recommended 500 hours of supervised training before graduation. In April 1964, Dr. Meek presented a report on education for the restaurant industry to the NRA. For this research, Dr. Meek had interviewed 100 industry leaders, visited fifteen (15) U.S. schools, and six (6) European schools, reviewed the AHMA and CMAA education programs, as well as surveyed all U.S. programs, including U.S. program alumni. In the report, Dr. Meek reported that colleges cannot meet the demand for top-level staffing for the large corporations since schools are not able to do it all. There was no one size fits all curriculum. However, the diploma of a college program had demonstrated to be a reliable indicator of readiness for the hospitality industry. Meek recommended that the NRA set up a system of certifications that recognized educational achievement, and that to manage this the NRA establish an educational institute (Meek, 1964, 134-137).

### **CHRIE's 20<sup>th</sup> Annual Conference**

Although records were incomplete, the 20<sup>th</sup> CHRIE conference took place at the Park Shelton Hotel in Detroit from December 27 to 29, 1965 (CHRIE, 1965). No listing of attendees was found, but reference to 127 attendees was made (CHRIE's largest meeting). On the first day attendees heard a report on vocational education, a report on the British industry, and Dr. Lendal Kotschevar

presented an innovative method of teaching quantity food production. Dr. Kotschevar's approach utilized a tutorial system that today some would describe as like a flipped classroom approach. The first day concluded with Dr. Meek providing an annual report of CHRIE activities. Active membership had grown to 97 from 64 previously, a substantial increase in one year. There were now 216 individual members, up from 112, also a significant increase. Interestingly, while Dr. Meek welcomed the new members, he also cautioned that even with these members the Council was over-reliant on an annual grant from the Statler Foundation and the sustaining members' dues (CHRIE, 1965, 29). There were now 38 sustaining members, including Hotel Sales Management Association, Institutions magazine, L.J. Minor Corporation, Proctor and Gamble, several state hotel associations, several foodservice companies, and several publishers. He noted that the two primary associations, AHA and NRA, both paid \$2,500 annually, while most other sustaining members paid \$1,000 annually. Dr. Meek reported that he represented the Council on numerous industry committees, and he attended many industry association annual meetings across the country. He praised the assistance of Hilda Watson Gifford, who in addition to participating on many industry committees, also led efforts on developing curriculum materials. He also noted that Hilda Watson Gifford was the principal investigator for a proposal, titled 'Commercial Food Curriculum Development for Non-Baccalaureate Program', submitted to the U.S. Commission on Education (CHRIE, 1965, 31). Dr. Meek concluded his report by announcing the CHRIE publications available or in process. The Directory of Hotel & Restaurant Schools had 50,000 copies printed and sent to a list of 11,000 high school counselors, as well as to all NRA members. Additional copies were being sent to AHMA and CMAA members. An announcement in Career Index had resulted in 500 requests. The Directory of Educators and the List of on-the-job opportunities were both in process.

Incoming CHRIE President S. Earl Thompson opened the second day of conference presenting a list of objectives for the association in the coming year. The list was ambitious, including; 1) preparation of a statement of suggested minimum standards for educational programs, curriculum, staff, facilities, library, etc., for institutions offering four-year programs; 2) development of job specifications for the industry; 3) development and trial of a program to facilitate interchange of personnel among colleges; 4) an increase by at least \$2,500 in Council income from sustaining memberships to support similar increase in expenses; and 5) an investigation of availability of teacher training for those expecting to join faculty of hospitality programs (CHRIE, 1965, 32). The rest of day two was devoted to reports from the different educational level programs; high schools and vocational schools; junior colleges, and senior colleges. The high school and vocational school group was the largest of the three individual groups, with over fifty (50) involved. Hilda Gifford reported on Project FEAST (Foods Education and Services Technology), which was designed to prepare students for further education or immediate employment in the food services industry. The program was set up for students in the 11<sup>th</sup> and 12<sup>th</sup> grades (those readers familiar with the NRA's ProStart Program recognize the system Project FEAST established). Gifford reported on several California schools and their success with the program, including one which received federal funding that allowed for remodeling of a homemaking lab to include quantity equipment, and gave honorariums for teachers to attend summer workshops (CHRIE, 1965, 34). The group presented several recommendations to the CHRIE membership including setting up regional meetings across the country to assist schools seeking to start programs and developing articulation between high schools and junior colleges. The junior college group reported on best practices for recruitment and post-graduate industry



placement, issues with recruiting and developing faculty, and transferability to four-year colleges. The senior college group covered several topics germane to the four-year programs. An interesting discussion centered on requirements set by the American Association of Collegiate Schools of Business (AACSB) for terminal degrees of faculty. This topic has continued to be one of discussion among hospitality educators as many hospitality programs now find themselves in business colleges. The issue of junior college transfers resulted in several schools noting how they handled transfers. Joseph Bradley of Washington State University indicated they had a directory of junior colleges which helped in evaluation of coursework. Members also spoke about needing to communicate with each other more frequently. The conference concluded with a banquet where Herman Breithaupt was honored for his accomplishments. Breithaupt was credited for starting the first high school program (Chadsey High School, Detroit) in commercial foods in 1939, as well as his service to CHRIE.

### **CHRIE at the 20<sup>th</sup> Milestone**

In May 1966 Dr. Meek prepared a review of CHRIE for the members. He began by identifying changes underway in society but pointed to education as essential to the nation's wellbeing. "The Council has an opportunity, has a responsibility, to assist its member schools to meet effectively the new challenges and new opportunities that are in turn facing them" (Meek, 1966, 1). Dr. Meek praised the individuals who had founded the Council and restated the association objectives. He noted that committees had formed to carry out each objective, but that work was challenging since travel was limited and groups physically met just once each year. Dr. Meek then thanked the Statler Foundation and CHRIE sustaining members for supporting a Council office with a paid Executive Director and staff. He also thanked Cornell University for providing an office, telephone, and other services as needed at no charge to CHRIE.

Dr. Meek next presented a review of CHRIE activities over the years. First and foremost was the Annual Conference, which he noted had grown in attendance considerably over time. He identified the participation of industry leaders promoting working together as well as government officials presenting opportunities for federal support. At each conference group meetings took place where issues relevant to educators were discussed, and often best teaching practices were shared (Meek, 1966, 4). Next Dr. Meek reviewed CHRIE publications to date. He called attention to the Directory of Schools, which was successful in getting the word out to high school students and industry. The newsletter *Articulation*, started in the late 1950's, was identified as the primary means of communication to members (author's note: the first *Articulation* found was from 1970; earlier editions not yet found). The area of curriculum development played a role in many early CHRIE meetings. Dr. Meek pointed out that the work done in the early years of CHRIE had benefited many schools and that curriculum issues would continue to be examined by future CHRIE members. The last item Dr. Meek presented was the time he devoted to serving on various industry group boards and committees and corresponding with various individuals from across the industry spectrum as well as schools of all levels.

While Dr. Meek was pleased with what CHRIE had accomplished he also indicated so much more could be done. He identified lack of resources as the primary factor underlying the situation. He called for an assistant to the Executive Director, additional secretarial support, and funding for travel for members to gather in committee meetings. Taken together these items doubled the

existing CHRIE budget. He presented several ideas for producing the revenue needed, including establishing an educational institute similar to AHMA or CMAA, establishing an abstract and review service, marketing lists of job descriptions for the industry, and writing additional federal grants (Meek, 1966, 11-12). However, he noted, none of these ideas were likely to happen given the demands of time already present for each member as well as the CHRIE office. Thus, he concluded in his report, "We must turn, therefore, to our supporters and ask them to increase their assistance" (Meek, 1966, 12).

### **The 21st CHRIE Conference**

CHRIE's 21<sup>st</sup> Annual Conference was held at the Sheraton-Chicago Hotel from December 27 – 29, 1966. There were 139 attendees, representing a broad section of education and industry. There were no reports of business meetings, board meetings or elections of officers. The conference held a series of presentations from industry and government, including the Deputy Commissioner of Education, J. Graham Sullivan. Sullivan talked of the growth in hospitality to date, as well as forthcoming projections to illustrate the significance of developing the workers needed for the industry. Sullivan noted the Vocational Education Act of 1963, and its role in supporting a nationwide system of vocational education. Since passage, the Act had distributed Federal funds for construction of specific area schools or development of departments within existing schools. Over 400 projects were completed or underway, and Sullivan encouraged attendees to pursue funding (CHRIE, 1966, 34). He then cited Hilda Gifford's project, 'Status of Curriculum Development in the Field of Commercial Foods' being carried out by San Francisco City College as an example. Two additional projects mentioned by Sullivan were Iowa State University's 'A Curriculum Development Training Program for Food Service Employees', and Oklahoma State University's 'A Program in Home Economics Which Prepares for Gainful Employment' (CHRIE, 1966, 35). Sullivan also spoke of the impact of the Manpower Development and Training Act of 1962, noting its support of training programs. He identified that in the 1964-65 academic year, 73,769 students were enrolled in courses supported by the Federal funds, and since September 1962 a total of 669 projects had been funded with \$19 million (CHRIE, 1966, 37).

Each presentation was followed by discussion among the attendees. An industry panel provided viewpoints on how specific industry segments viewed the role of education. The conference then spent over a day on reports from the different school levels. Perhaps the most vocal report came from the trade and vocational schools, as presented by Jacob Rosenthal, Director of the CIA. "There was unanimous agreement of the need for establishing agreement on curriculum content, examinations and general educational standards for the courses included in this field, and it was unanimously agreed that the Council must assume the responsibility for establishing such standards, evaluating courses, and even accrediting vocational courses" (CHRIE, 1966, 49). Readers will note that this statement was not the first by the trade and vocational schools for uniform standards, nor for CHRIE to supervise the implementation and evaluation of such standards. Given the subsequent development of the American Culinary Federation and its set of standards, somewhere between the late 1960's and the 1980's CHRIE and the trade and vocational schools had a parting of ways, as ACF professional accreditation began in 1986 (Brown, 2005). The presentations from the junior college schools were notable because they were made by future CHRIE Presidents Lawrence Wong and Jerome Vallen. The senior colleges spoke of growth in

several programs as well as issues affecting programs, such as relations with industry and communication with high school guidance counselors.

Although not federally funded, the industry sought to meet again on the relationship between education and manpower needs. The meeting, sponsored by the NRA, took place at The Palmer House in Chicago from February 22 – 24, 1967. There were over 200 attendees from across the U.S., representing all segments of the foodservice industry. It appears the meeting was the brainchild of Donald Greenaway, NRA Executive Vice President, and Dr. Chester G. Hall, NRA Director of Education. Attendees divided into task forces to address specific issues relative to the industry and education. A recommendation from Task Force E bears noting, "We recommend that the Council on Hotel, Restaurant, and Institutional Education undertake the establishment of minimum standards for food service industry education, looking toward the creation of a national accrediting agency" (NRA, 1967, 13). Task Force E was comprised of five industry representatives and two educators, so this recommendation appears to be industry driven. Other task forces pointed to issues related to providing materials for training, dissemination of research, and communication of developments in education. Together the attendees proposed the establishment of a National Institute for the Food Service Industry (NIFI), to lead labor, education, and government in establishing and disseminating quality standards for occupational education for management and related jobs in the food service industry (NRA, 1967, 35). This Institute was to work directly with CHRIE on aiding schools. NIFI did achieve many notable accomplishments under the direction of Dr. Hall. CHRIE members and schools were active participants in NIFI projects.

Dr. Meek was chosen to conclude the meeting, and he spoke on how industry and education had partnered over the years. Dr. Meek presented five different examples from across the country, including Florida, Iowa, North Carolina, Pennsylvania, and New England (NRA, 1967, 54-56). He shared how each had worked to assist industry and noted unique individual characteristics. In Florida, the state legislature had created a Hospitality Education Program housed at Florida State University. It provided training at all levels of education, including continuing education. In contrast, in Iowa all the state industry associations had joined to create a Council on Food Service Education. Dr. Meek noted that training programs had been set up in several locations across Iowa. In North Carolina, the state created a Division on Hospitality Education within its Department of Community Colleges. An example of its impact was the enrollment of over 2,500 school cafeteria employees in certified courses. In Pennsylvania 24 area vocational-technical schools had approved food service courses. Dr. Meek concluded with his report on New England, describing the New England Hotel-Motel and Restaurant Educational Foundation, Inc., of which he was a board member. He stated that the Statler Foundation was matching all financial contributions, as well as matching the value of such gifts as books or equipment to schools.

### **The 22<sup>nd</sup> Annual Conference**

CHRIE's 22<sup>nd</sup> Annual Conference was held at the Sheraton-Palace Hotel in San Francisco, from December 27 – 29, 1967. There were no records of a business meeting or board meeting, nor elections. The most interesting part of the Proceedings was an address by Henry Ogden Barbour, CHRIE President, entitled 'Quo Vadis CHRIE?' (CHRIE, 1967, 1-16). Barbour had previously addressed the 1961 annual conference when he was the general manager of The Houston Club,

representing CMAA. He had transitioned to education, and now served as Director of the Michigan State University School of Hotel, Restaurant and Institutional Management. He began by referring to that prior address in which he had identified six areas for CHRIE should be active. Those six areas included recruitment of students, education programs, morale/attitudes, standards of achievement, research, and communications. For recruitment he emphasized that CHRIE should stress the opportunity of service to others. In the area of educational programs, he spoke of the increased number of schools at all levels but lamented the lack of books and related educational tools needed. He also pointed to the need for standards, which he clarified to mean all graduates should possess basic skills and knowledge (CHRIE, 1967, 3). He suggested CHRIE had a role to play in certifying attainment of these standards. Under standards of achievement, he reported that the development of job descriptions would be of great aid to the industry. His remarks indicate that Michigan State, under a contract with CHRIE, would follow the model set by CMAA in developing job descriptions. No record of a contract has been found to date. He remarked on how little research was being conducted, expressing concern that CHRIE could be the coordinator of research efforts by the various associations within the industry. Barbour commented that by the calendar CHRIE had come of legal age, so it really needed to perform as a leader in hospitality education (CHRIE, 1967, 7-8).

Barbour next proposed to mobilize the membership to achieve the leadership mantle. He announced the formation of fifteen committees to implement his vision; by-laws, budget, conference, high school & trade school, international membership & programs, job descriptions, junior college, memberships, nominating, professional improvement, recruitment & guidance, research, senior college & graduate programs, speakers bureau, and sustaining members' programs. Under the budget committee he drew attention to the need for an investment plan, where a combination of short-term and long-term notes were held and methods for approval of expenditures created. Today's ICHRIE members may recognize that description as like the Future Fund. He noted the work to date of the high school & trade school committee under Hilda Watson Gifford. He encouraged the committee to continue with its work but also expressed the idea that CHRIE could be a certifying agency for schools. Under international memberships & programs committee, he called for consideration of holding the 1969 or 1970 conference outside the continental U.S. In the area of professional improvement, he called for a professional designation such as Master Hospitality Teacher like a CPA designation (CHRIE, 1967, 14). This comment was likely the first suggesting professionalization of teaching in the field, long predating the Certified Hospitality Educator (CHE) now common among hospitality educators. Barbour closed his remarks by citing that with everyone participating, CHRIE would accomplish much in the days and years ahead. While there likely were prior CHRIE Presidents who made remarks at conference, this record stands out in length and vision. CHRIE was seemingly poised for years of growth and accomplishments.

### **CHRIE's 23<sup>rd</sup> Annual Conference**

The 23<sup>rd</sup> Annual CHRIE Conference was held at the Jung Hotel in New Orleans from December 26 – 29, 1968. The Proceedings were again a series of presentations from a broad section of both industry and education. One presentation was by future CHRIE President Frank Borsenik, then an Associate Professor in Michigan State's program. Former CHRIE President and program head at Washington State University Joseph T. Bradley gave a brief history of the association. Several speakers focused on

the manpower and training issues previously discussed at annual conferences. A new development at this conference was the CHRIE Subject Idea Centers. Attendees had the option of sitting at one of 18 tables where a particular topic of interest was being discussed. Today's ICHRIE member recognizes this approach as the Roundtables. Henry Ogden Barbour again provided an opening address, this one titled, 'What is past is prologue' (CHRIE, 1968, 1-3). Barbour praised the many committees appointed in 1967 and encouraged them to continue their work. He encouraged all attendees to consider attending the forthcoming International Conference on Hospitality Education to be held in Oxford, England in July 1970 under joint sponsorship of CHRIE and The Hotel and Catering Institute of Great Britain. Barbour also called for a serious study of a school accreditation program, "...one that eventually would compare favorably with that of such bodies as the American Association of Collegiate Schools of Business, etc." (CHRIE, 1968, 2). He concluded his remarks by telling attendees of his new position with Inter-Continental Hotels Corporation where he would be responsible for research and manpower development.

Dr. Meek next provided a report on CHRIE activities (CHRIE, 1968, 4-7). As far as records reveal, this was Dr. Meek's final presentation to CHRIE, as he passed away in July 1969. He started by updating conference attendance records from the previous two conferences. The 1966 Chicago conference had attracted 142 attendees, a record breaker for a CHRIE conference. But that record did not last long as San Francisco in 1967 attracted 215 attendees, and the current New Orleans conference was projected to have 300 attendees. Dr. Meek spoke of the importance of the newsletter *Articulation*, with ten issues each year. He told attendees of the association meetings attended during the year where CHRIE literature was distributed. And while this author has not confirmed yet, Dr. Meek spoke of mention of CHRIE in *Playboy* magazine and *Changing Times* magazine, which resulted in an increase of requests for CHRIE material. A mention in *Career Index* led to 60-70 requests daily from guidance counselors. He noted the *Directory of Hotel and Restaurant Schools* produced by CHRIE now included 807 institutions of all educational levels. The study, 'Status of curriculum development in the field of commercial food at the non-baccalaureate level', had sold out, but was now available through ERIC. He also announced a joint project with the NRA on developing a set of guidelines for use by directors of hospitality programs. Dr. Meek noted he was in demand by major companies and associations, and he had been away from home for 66 days in the prior year. For someone 75 years of age, Dr. Meek was a very busy individual.

The author has chosen to end this edition of the History of CHRIE at the conclusion of the 23<sup>rd</sup> annual conference. With Dr. Meek's passing in summer 1969, CHRIE would undergo significant changes in the immediate years ahead. Dr. Meek was a significant individual in CHRIE's history, perhaps the most significant. He rightly deserves our respect as a founding member and longtime Executive Director. As often the case when an individual of stature moves on, the association went through some subsequent turbulent times. The author has initiated work on the next phase of CHRIE's history (The 1970's), anticipating completion in summer 2021.

### **Implications from CHRIE's Early Years**

By examining the history of CHRIE, we gain insight into decisions reached, and observe the impact upon the organization. We might also be better prepared to make decisions which will impact the future of ICHRIE. Clearly CHRIE would not have been successful without the contributions of many individuals. The support of industry associations (particularly AHA) was essential to the early

meetings. There was much enthusiasm from those participating in the early meetings, and while that enthusiasm waned over the years, the fact that CHRIE will celebrate its 75<sup>th</sup> anniversary in 2021 stands as a testament to those who first gathered in Chicago in late 1946.

Like many associations, individuals come and go in time. While some have long-term impact, others are on the stage for a brief time, and then lost to history. ICHRIE has been no different. As an example, Dr. Charles A. Rovetta left the University of Chicago in 1953 to join Florida State University (FSU) as its College of Business Dean, a position he held for twenty years. The author had an opportunity to meet Dr. Rovetta when serving as founding Director of the Dedman School of Hospitality at FSU. This meeting was shortly before Dr. Rovetta passed away. Dr. Rovetta explained that his interests shifted to business education once he took the position at FSU, and while there was a hospitality program at FSU, he limited his involvement with CHRIE and gradually moved away from it. Joe Adams, in his leadership position of AHA, made the first meeting happen, and then led the new Council for three years. Although never elected per se, without Mr. Adams it seems that CHRIE might never have existed. He returned to his lodging responsibilities full-time, and does not appear in any CHRIE materials after the early 1950's. Paul Muellet and Jean Vernet played important roles in the first years of CHRIE, but only Muellet was ever elected to a CHRIE office. By the late 1950's they disappear from CHRIE reports. Herman Breithaupt served a year as President, but his influence on high school and trade school hospitality education was second to none. Rightly so, ICHRIE honors his work annually with the Chef Herman Breithaupt Award. The role of the U.S. Office of Education and John Pope cannot be under-estimated. Based on the records available, it was Mr. Pope, along with Louisa Moore, who produced the early records, and kept the association afloat. When we consider that it was the U.S. Office of Education that housed CHRIE for several of its early years, at no charge for facilities or Pope's time, it becomes clear we owe that office a debt of gratitude.

We also note how CHRIE struggled to achieve its early goals. The Curriculum project appears to have been a source of conflict between educational levels. The ability of CHRIE members to work together during each year was complicated by lack of communication for them (letters and phone calls), but that we take for granted today (email and texts). When we examine the annual conference records, it seems the same issues repeat over and over, primarily that industry needed better trained staff, and with schools, no one curriculum ever became the standard model. The differences of opinion between two-year and four-year hospitality educators over what should be taught that began in the early years of CHRIE have now morphed to the differences of opinion between those four-year educators who promote a business school approach versus a hospitality approach. In order to serve students and industry better, we must recognize that no single school has the best idea. If we examine the original objectives of CHRIE, we discover that our role as educators should be to constantly scan both the business and educational environments in order to uncover the most appropriate solutions to the issues at hand.

In CHRIE's first two decades, several leaders served multiple terms as President, including Joe Adams (3 years), Howard Meek (3 years), Donald Greenaway (4 years), Matthew Bernatsky (2 years), Joseph Bradley (3 years), and John MacAllister (2 years). Since 1964 only one CHRIE President has served more than a single year, and that was Jerry Vallen. Dr. Vallen's role in the 1970's was critical to CHRIE's long-term survival and will be covered in the next edition.

When reviewing the early history of CHRIE, it becomes apparent that Howard Meek established control over the association sometime in the early 1950's. There are no records telling us why this occurred. It could be said that Meek was the most prominent four-year hospitality educator of his time. The "Cornell Idea" began in a borrowed closet under the stairs on the fourth floor of the Home Economics building, equipped with a battered desk, a bentwood chair, and an orange crate (Sayles, 1988, 14). Meek built a program that has long been considered among the best in the field. His success was largely due to his ability to influence industry. He was fiercely protective and wanted no competition for his vision of a national school of hotel management. Howell (1994, 549) suggests Meek pressured Statler Foundation not to fund the Penn State program, and in the Oral History (1964) of Cornell's program Meek commented "Cornell started in 1922 and Michigan State started in 1928. Cornell is so far ahead in terms of its curriculum, in terms of its faculty, in terms of what its graduates have achieved in the business- why there's just no comparison" (interview with Sharon Carroll). After Meek's passing, only one Cornell faculty member (Gerald Lattin) became CHRIE President. Lattin's term was shortly before he left Cornell to found Florida International University's hospitality education program. Meek's successor, Robert Beck, requested CHRIE materials be removed from its Cornell office following Meek's passing. This author finds Dr. Meek to be quite like most entrepreneurs, in that they are very proud of their creation, and fight to ensure their survival. CHRIE's highest honor was appropriately named for Dr. Meek, as he likely did more than any other individual for putting hospitality education firmly into the academic arena.

ICHRIE has survived because when needed, some individual or individuals stepped up to take on the challenge(s). As this History will demonstrate in future editions, we were fortunate that those individuals came at the right time for CHRIE. In closing this edition, the author thanks all those who came before us in CHRIE and encourages those reading it to get involved with the association. It has always been the people within CHRIE that make the association successful.

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## *Appendix A*

### **First CHRIE Conference Attendees**

Joe H. Adams, Vice President  
American Hotel Association

Professor N. J. Aiken  
Washington State College

Erskild Andersen, Instructing Chef  
Miller Vocational School

Dr. Russell A. Beam, Chief  
VA Education and Training

Mathew Bernatsky, F&B Manager  
Hotel Radisson, Minneapolis

Mildred Boxwell  
Standard Brands, Inc.

Herman A. Breithaupt, Instructing Chef  
Detroit Board of Education

Leo E. Buehring  
Hotel Monthly

H. R. Cole, Director  
Hotel Training School, Miami

E. A. Conforti, Executive Secretary  
Wisconsin Restaurant Association

Arthur M. Cory, Educational Director  
State Restaurant Association of Texas

J. H. Diekroeger  
St. Louis Stewards and Caterers

G. A. Dobson, Supervisor  
Hotel, Restaurant & Bakery School, Toronto

Hugo Ernst, General President  
Hotel & Restaurant Employees Intl.

Helen J. Evans, Supervisor  
Chicago Board of Education

August Forster, Instructor  
School of Cookery, Chicago

Alfred Fries, President  
International Cooks Association

Paul M. Hawkins, Attorney  
American Hotel Association

Leonard Hicks, President  
American Hotel Association

H. F. Hinton, State Supervisor  
FL Trad & Industrial Education

Charles A. Horrworth, Executive VP  
American Hotel Association

C. E. Hostetler  
Chicago VA

J. Howard  
University of Illinois

Grace O. Hunt, Head  
NY Inst. of Applied Arts & Sciences

George Kraft, Educational Chairman  
Intl. Stewards and Caterers

Professor Russell Kramer, Director  
University of Denver  
School of Hotel & Restaurant Mgt.

Professor John J. MacAllister, Acting Head  
Mississippi State College  
Department of Institutional Management

Alberta Macfarlane, Educational Director  
National Restaurant Association

Professor H. B. Meek  
Cornell University  
Hotel Administration School

Paul F. Muellet, Head Instructor  
Broadway-Edison Technical School

Andrew Perenchio  
Cooks Apprenticeship Committee

Ralph G. Peterson  
NRA

Boyd Pixley, Treasurer  
NRA

John B. Pope, Specialist  
US Office of Education

Professor Bernard R. Proulx, Head  
Michigan State College  
Department of Hotel Administration

Dr. Daisy I. Purdy, Head  
Oklahoma A & M College  
Department of Household Economics

L. J. Radtke  
Iowa Restaurant Association

Frances L. Roth, Administrative Director  
New Haven Restaurant Institute

Charles A. Rovetta, Director  
University of Chicago  
Restaurant Administration Program

P. W. Seagren, Supervising Principal  
Technical High School, Miami

Arnold Shircliffe, Chair  
Advisory Comm, School of Cookery

Louise Stollberg, Nutritionist  
Whitney Vocational High School

Maurice Timpanero  
Chicago Cooks & Pastry Cooks Union

Fred Ulrich  
Mechanics Arts School, Minneapolis

Jean L. Vernet  
George A. Hormel Company

James F. Walsh, Manager  
AHA NY Office

W. R. Wasson  
Hotel & Restaurant Employees Union

Hilda L. Watson, Chairman  
San Francisco Junior College  
Hotel & Restaurant Division

Frank J. Wiffler, Executive VP  
NRA

*Source: National Planning Conference, 1946, 5 – 7.*

*Appendix B (on next page)*

**Constitution of the Council on Hotel and Restaurant Education**

*Source: Pope, 1948, 11 – 14.*

*Appendix C (on next page)*

**By-Laws of the Council on Hotel and Restaurant Education**

*Source: Pope, 1948, 15 – 17.*

*Appendix D (on next page)*

**Certificate of Incorporation of the Council on Hotel and Restaurant Education**

*Source: Pope, 1948, 10.*

*Appendix E (on next page)*

**Internal Revenue Service Ruling of 501 c (3) Status**

*Source: CHRIE papers, 1956.*



*Appendix F (on next page)*

**Tax Exempt Ruling**

*Source: CHRIE papers, 1962.*

## **Author's Note**

The original documentation of the history of the International Council of Hotel, Restaurant and Institutional Educators (CHRIE) was undertaken in 1995-1996 when the author was an associate professor on the faculty at University of Nevada Las Vegas Harrah College of Hotel Administration (UNLV). The research, funded by the Hospitality Educators of Middle Atlantic Region (HEMAR) Chapter of CHRIE (and recognition to Andrew Schwarz, who led the effort to establish this historical record), was published in a series of brief articles in the CHRIE Communique (Bosselman, 1996a-c), as well as articles in the special issue of the Hospitality & Tourism Educator (Bosselman, 1996) [note: Hospitality & Tourism Educator was the forerunner of today's Journal of Hospitality & Tourism Education]. When the author first contacted Mr. Schwarz, he was told there were not many written materials available.

Through library investigation the first six conference reports were located, bound as one document, and received from the library of the University of Minnesota via interlibrary loan. The author later found hard copy in the library at Penn State and the State of Florida Department of Education Business and Professional Regulation office. The author was fortunate to have former UNLV Dean and former CHRIE President Jerry Vallen available and helpful with names, places, and dates. In addition, the author's master's degree major professor was Dr. Lendal Kotschevar, who at the time of the original research was likely the oldest CHRIE member and had numerous connections to the early days of CHRIE. Dr. Kotschevar had informed the author that early records other than the conference reports did not exist as they had been destroyed. While the author originally thought records might be available at libraries of University of Chicago and Cornell University, that was not to be the case. Robin Anne Sullivan from the Department of Special Collections at The University of Chicago Library wrote in July 1996 that a search of their records revealed no information regarding conferences held at International House, nor was any information on the Restaurant Administration program discovered. She did confirm Dr. Charles A. Rovetta served on the faculty there until 1953, so it was possible the Restaurant Administration program ended with his departure. It was a phone conversation with the Library of Congress that led the author to the bound copy of the early conferences at University of Minnesota Library. The author was later referred to a dissertation from State University of New York at Buffalo that covered the formation of the Cornell Hotel School (Howell, 1994). After obtaining the dissertation via interlibrary loan and reading it, the author followed up by contacting the librarian (Katie Lawrence) at the Stouffer Library at Cornell's Hotel School. In an interesting conversation she noted that while aware of the dissertation, she stressed that their oral history transcript was the only accurate record of the Hotel School. She referred the author to Elaine Engst of Cornell's University Library Archives, who also noted there were no records referring to CHRIE. The author also contacted Dr. Robert Beck, who became Cornell's Dean after Dr. Meek, and had retired to Sarasota, Florida. Dr. Beck noted that he had never really been part of CHRIE, and it was his decision to request that CHRIE move materials from Cornell following Meek's passing in 1969. Although the author sought to pursue why that decision was made, there was to be no discussion on the matter. One additional, but futile attempt to find out if any CHRIE materials were with Cornell was made by writing to Edna Osborn, who had been Dr. Meek's assistant from 1942 until his passing. Unfortunately, she was living in a nursing home in Ithaca, and passed away before any response could be provided. The author remains optimistic that records from CHRIE's early years may still exist somewhere. Without complete records we may only conjecture what occurred in those years where limited or no records exist.